



DEPARTMENT OF THE ARMY

U. S. ARMY AVIATION LOGISTICS SCHOOL

FORT EUSTIS, VIRGINIA 23604

REPLY TO  
ATTENTION OF:

6 September 1990

To Whom It May Concern:

Ms. Michelle Holt has provided typing support to the Reserve Component Branch, Directorate of Training and Doctrine, US Army from 14 August 1989 to the present time. She typed all documents accurately and efficiently, insuring correct format and grammar. Ms. Holt has worked virtually unsupervised and at no time has her work been returned for correction. Furthermore, one of Ms. Holt's most valuable assets is her "Can-Do" attitude. She has the talent to organize, prioritize, and work under pressure while maintaining a calm and pleasant attitude.

Consequently, Ms. Holt's value to the Army has not been unrecognized. She recently received an On-the-Spot Cash Award for her exemplary work involving the preparation of 137 Reserve Component lesson plans and related training materials.

Furthermore, I do not hesitate to give Ms. Holt an unqualified recommendation. I believe that she will be an asset to any organization.

Sincerely,

*William Morris*  
Major William Morris

**INCENTIVE AWARD NOMINATION AND APPROVAL**

For use of this form, see AR 672-20; the proponent agency is Office of the Deputy Chief of Staff for Personnel.

**PART I - TO BE COMPLETED BY OPERATING OFFICE**

1. EMPLOYEE'S LAST NAME - FIRST NAME - MI <b>HOLT MICHELLE M.</b>	2. SOCIAL SECURITY NO. <b>228-13-7729</b>	3. ORGANIZATION <b>USAALS, DOTD (DAT)</b>
4. PRESENT POSITION TITLE GRADE AND SALARY <b>GS 0322-3 Clerk Typist (TEMP)</b>	5. POSITION HELD DURING PERIOD COVERED IN NOMINATION (If other than that shown in Item 4) <b>same</b>	

6. TYPE OF AWARD RECOMMENDED AND JUSTIFICATION

Furnish on reverse side or on an attached sheet of 8" x 10 1/2" paper a factual statement of what the employee has done to warrant consideration for an award, indicating benefits resulting from the employee's performance and significance of special act or service. Include specific data required by applicable regulations for the type of award recommended. Attach a draft of a proposed citation to be included on commendation certificate written in the third person, and not exceeding 90 words.

a. HONORARY		b. MONETARY	
CERTIFICATE OF ACHIEVEMENT	DECORATION FOR EXCEPTIONAL CIVILIAN SERVICE	QUALITY INCREASE TO: \$ P.A.	DATES FROM: TO:
CERTIFICATE OF APPRECIATION FOR PATRIOTIC CIVILIAN SERVICE	DEPARTMENT OF DEFENSE DISTINGUISHED CIVILIAN SERVICE AWARD	SUSTAINED SUPERIOR PERFORMANCE	DATES FROM: TO:
MERITORIOUS CIVILIAN SERVICE AWARD	PRESIDENTIAL AWARD		
X OTHER (Specify) On the Spot Cash Award - \$250.00		SPECIAL ACT OR SERVICE	DATE

7. NOMINATING OFFICIALS

TYPED NAME AND TITLE	EXTENSION NO.	SIGNATURE	DATE
Morrene M. Grina, Supv	878-5693	<i>Morrene M. Grina</i>	29 Aug 90
SCOTT R. WILCOX, LTC, AV Dir, DAT	878-5693	<i>Scott R. Wilcox</i>	29 Aug 90

**PART II - TO BE COMPLETED BY CIVILIAN PERSONNEL OFFICE**

8. TYPE AND DATE OF INCENTIVE AWARDS GRANTED DURING PAST YEAR (Except Length of Service and Suggestion Awards)

**PART III - TO BE COMPLETED BY LOCAL INCENTIVE AWARDS COMMITTEE**

9. ☐ RECOMMEND APPROVAL OF AWARDS AS FOLLOWS:

CERTIFICATE OF ACHIEVEMENT	CERTIFICATE OF APPRECIATION FOR PATRIOTIC CIVILIAN SERVICE	QUALITY INCREASE	SUSTAINED SUPERIOR PERFORMANCE	MERITORIOUS CIVILIAN SERVICE AWARD
DECORATION FOR EXCEPTIONAL CIVILIAN SERVICE	SPECIAL ACT OR SERVICE	DEPARTMENT OF DEFENSE DISTINGUISHED CIVILIAN SERVICE AWARD	PRESIDENTIAL AWARD	OTHER (Specify)

10. ☐ DISAPPROVED

**COMPLETE FOR MONETARY AWARDS RECOMMENDED**

AMOUNT RECOMMENDED \$	TANGIBLE MONETARY BENEFITS \$	<input type="checkbox"/> INTANGIBLE BENEFITS	ESTIMATED FIRST YEAR SAVINGS \$
11. DATE	TYPED NAME OF LOCAL COMMITTEE CHAIRMAN		SIGNATURE

**PART IV - TO BE COMPLETED BY APPROPRIATE APPROVING AUTHORITY(IES)**

ACTION LEVEL	APPROVED (If monetary, indicate amount)	DIS-APPROVED	ADDITIONAL CASH AWARD	SIGNATURE, TITLE AND DATE
12. INSTALLATION COMMANDER OR DESIGNATED REPRESENTATIVE				
13. MAJOR COMMAND REVIEW COMMITTEE				WILLIAM J. BLAIR COL, AV
14. COMMANDER OF MAJOR COMMAND OR DESIGNATED REPRESENTATIVE				Assistant Commandant
15. DEPARTMENT OF THE ARMY INCENTIVE AWARDS BOARD				

DA FORM 1256  
1 OCT 75

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE.

GPO : 1987 O - 188-258 (40509)

ON THE SPOT CASH AWARD - MICHELLE HOLT

Michelle was assigned to DATT to assist in the word processing of the Reserve Component training material to help alleviate a significant back log that jeopardized the installation contract deadline.

Ms. Holt personally prepared in excess of 137 lesson plans and support material working under extreme pressure and very short suspenses. Her cheerful attitude and willingness to assist others enabled this department to meet the suspense and complete the mission. Her expertise in the administrative field is above and beyond that of her peers.



DEPARTMENT OF THE ARMY  
UNITED STATES OF AMERICA

# Certificate of Promotion

MICHELLE M. HOLT

has been promoted to

GS-04

This promotion recognizes demonstrated ability  
and is a credit to both the individual and the Army.

15 June 1991

Effective Date

  
WILLIAM J. BLAIR  
Colonel, Aviation  
Assistant Commandant



**DEPARTMENT OF THE AIR FORCE**

ACC COMPUTER SYSTEMS SQUADRON (ACC)  
LANGLEY AIR FORCE BASE, VIRGINIA

**22 NOV 1994**

MEMORANDUM FOR MS MICHELLE HOLT

FROM: CC

SUBJECT: Letter of Commendation--ACC CSS Civilian of the Quarter, GS 3-8

I take this opportunity to commend you on being selected as the ACC Computer Systems Squadron Junior Civilian of the Quarter. Your outstanding duty performance, coupled with self-improvement accomplishments and community support, placed you above your peers and earned you this award. Your dedication and commitment make you a positive role model for all those with whom you come in contact.

As a quarterly winner, you are also eligible to compete with other quarterly winners for our Civilian of the Year Award. I congratulate you on your achievements and am proud to recognize you as an outstanding member of the ACC CSS family.

A copy of this letter will be placed in your official personnel folder.

A handwritten signature in cursive script, reading "Duane Bender", is positioned above the typed name.

DUANE E. BENDER, JR.  
Colonel, USAF  
Commander

cc: OPF



# DEPARTMENT OF THE AIR FORCE

PRESENTS THE

## PERFORMANCE AWARD

*Michelle M. Holt*

*In recognition of a demonstrated standard of performance  
that is a credit to both you and the Air Force*

1 September 1994

*Date*



JOHN L. WOODWARD, JR., BRIG GEN, USAF



**DEPARTMENT OF THE AIR FORCE**

ACC Computer Systems Squadron (ACC)  
LANGLEY AIR FORCE BASE, VIRGINIA

MEMORANDUM FOR Ms Michelle Holt

22 DEC 1994

FROM: CC

SUBJECT: Letter of Appreciation

I would like to pass on my sincere appreciation to you for making the 1994 Computer Systems Squadron Holiday party such an outstanding event. Your contributions as a committee member were key to the party's huge success. Over 250 people attended and had one of their most memorable times ever. Thank you for your dedication and hard work.

A handwritten signature in cursive script, reading "Duane Bender", is positioned above the typed name.

DUANE E. BENDER, JR.  
Colonel, USAF  
Commander





## DEPARTMENT OF THE AIR FORCE

ACC COMPUTER SYSTEMS SQUADRON  
LANGLEY AIR FORCE BASE, VIRGINIA

MEMORANDUM FOR MICHELLE HOLT

22 NOV 1994

FROM: CD

SUBJECT: Letter of Appreciation

I would like to pass on my sincere appreciation to you for making the 1994 Computer Systems Squadron summer picnic such an outstanding event. Your contributions as a committee member were key to the picnic's huge success. Over 300 people attended and had one of their most memorable times ever. Thank you for your dedication and hard work.

A handwritten signature in cursive script, reading "Charles E. Bauman", is positioned above the printed name.

CHARLES E. BAUMAN  
Senior Director



HEADQUARTERS  
AIR COMBAT COMMAND

DIRECTORATE  
COMMUNICATIONS-COMPUTER SYSTEMS

SUBJECT: Civilian Performance Awards

*Attached is the certificate recognizing your performance award for 1993. If you are wondering why you are just now getting it, here's why!*

*We've had some feedback from our civilian team about the lack of visible recognition for their accomplishments. We probed into this and learned several things:*

- a. The civilian personnel flight had stopped generating the certificates.*
- b. There's more to recognition than monetary awards.*
- c. Our people want some form of recognition that can be displayed for others to see.*

*Thanks again for your support, we appreciate your hard work, your many accomplishments, and your dedication. We hope you will proudly display the certificate in your home or office. It is in this spirit that I hope you accept this certificate and display it proudly, if you wish to do so.*



WILLIAM J. DONAHUE, Brig Gen, USAF  
Director  
Communications-Computer Systems



DEPARTMENT OF THE AIR FORCE  
PRESENTS THE  
PERFORMANCE AWARD

**Holt, Mitchell III**

*In recognition of a demonstrated standard of performance  
that is a credit to both you and the Air Force*

11 JUL 1994

Date

*William J. Donahue*

WILLIAM J. DONAHUE, Brig Gen, USAF  
Director  
Communications - Computer Systems



**ARMED FORCES COMMUNICATIONS AND ELECTRONICS ASSOCIATION**



28 June 1994

Ms Michelle Holt  
1912 CSGP/RC  
Langley AFB VA 23665

Dear Ms Holt,

On behalf of the Tidewater Chapter of AFCEA, I offer my sincere gratitude for your part in making our 14th annual symposium an absolute success. We had national leaders as guest speakers, a great variety of interesting displays from C4I defense industries, an excellent turnout at the luncheons and, most important, made more than \$16,000 for our scholarship fund.

I received so many personal compliments on the symposium I lost count. Those compliments are a result of your personal interest and hard work. This symposium was hailed by civilian, military, and industry participants as being world-class. In fact, many of the industry participants rated our latest symposium as being organized and run better than most symposiums that are put on by professional organizers! General Loh, Brigadier General Donahue and Mr Gilligan said they were impressed with the quality of the symposium and pleased they could participate.

Bottom line -- because of your efforts, we set a new standard for our annual symposium. The quality and quantity of participants, the educational experience for attendees, and the contributions to our scholarship fund will be a tough task for future symposiums to match.

Again, thanks very much for volunteering and getting the job done. Your work will help a lot of college students pay for their education in the communications and computer career fields.

A handwritten signature in dark ink, appearing to read 'James M. Amodeo', is positioned above the printed name.

James M. Amodeo, President  
Tidewater Chapter 110



**DEPARTMENT OF THE AIR FORCE**

ACC COMPUTER SYSTEMS SQUADRON (ACC)  
LANGLEY AIR FORCE BASE, VIRGINIA

MEMORANDUM FOR SCF

*2 Jul 97*

FROM: CC

SUBJECT: Letter of Congratulations

It is my pleasure to pass on this letter of congratulations to Ms. Holt for her selection as Langley's Civilian Apprentice Information Professional of the Quarter. She has certainly displayed the highest levels of professionalism, knowledge, and job performance and has represented the CSS in a fine manner. Please pass on my sincerest congratulations.

A handwritten signature in cursive script, reading "Robert S. Hillmer", is positioned above the printed name.

ROBERT S. HILLMER  
Colonel, USAF  
Commander

Attachment:  
1 CS/CC Ltr



**DEPARTMENT OF THE AIR FORCE**

HEADQUARTERS 1ST FIGHTER WING  
LANGLEY AIR FORCE BASE VA

1 CS/CC  
175 Sweeney Blvd  
Langley AFB VA 23665-2798

Michelle M. Holt  
HQ ACC CSS/SCFM  
37 Elm St Suite 205  
Langley AFB VA 23665

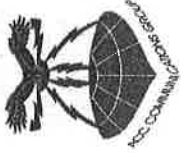
Dear Ms Holt

Congratulations on your selection as the Langley AFB Civilian Apprentice Information Professional of the Quarter. Your exemplary performance prompted a board of your fellow information managers to single you out as one of Langley's finest team members. You can be proud of this distinctive accomplishment. Again, congratulations and best wishes for continued success in all your endeavors.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen M. James", is written over a horizontal line.

STEPHEN M. JAMES, Lt Col, USAF  
Commander, 1st Communications Squadron



*ACC Communications Group  
Langley Air Force Base, Virginia*

6 July 1998

Ms. Michelle M. Holt  
HQ ACC CG/CCS  
Langley Air Force Base, Virginia 23665

*Michelle*  
Dear Ms. Holt,

Please accept my personal gratitude for your outstanding support during our recent reorganization. Our transition to the Communications Group couldn't have gone better, and you're one of the reasons for that success. Your professionalism and dedication to excellence was, and is, highly appreciated.

I really appreciate all of your efforts in making the reception for the distinguished visitors such a first-class event. We've started down another road with new challenges and I'm glad you're on my team. The entire day was a great success, and we owe it in part to your involvement.

Again, many thanks for a job well done.

Sincerely,

RONNIE D. HAWKINS, JR., Lt Col, USAF  
Commander



*82<sup>nd</sup> Computer Systems Squadron  
Langley Air Force Base, Virginia*

*17 July 2000*

Michelle M. Holt  
82<sup>nd</sup> Computer Systems Squadron  
Langley Air Force Base, Virginia 23665

Dear Michelle,

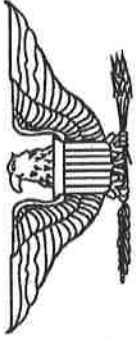
Thank you so much for all your help in organizing and running the Change of Command Reception. The food was excellent and the arrangement was beautiful. My family was impressed and delighted. I couldn't have been more proud.

I feel very lucky to be part of an organization with so many wonderful people like you. Thanks again for a job very well done!

Sincerely,

A handwritten signature in cursive script, reading "Charlie R. Young".  
CHARLIE R. YOUNG, Lt Col, USAF  
Commander





Air Combat Command Communications Group  
37 Elm Street, Suite 200  
Langley Air Force Base, Virginia 23665-2091

9 April 2007

Ms. Michelle Holt  
ACC Communications Group  
37 Elm Street  
Langley Air Force Base, VA 23665

Dear Ms. Holt,

Please accept my sincere appreciation for your part in the retirement ceremony for Chief Master Sergeant Frank Graham on March 29th, 2007. The professionalism and support you gave helped make the event a huge success. The ACC Communications Group is grateful for individuals like you and is blessed to have the benefit of such a strong support group. Thank you for your dedication and best of luck in your future endeavors.

Sincerely,

ARTHUR G. HATCHER, JR., Colonel, USAF  
Commander

*Michelle: Thanks for handling the retirement!*



*Relevant, Responsive, and Ready*

## CIVILIAN PROGRESS REVIEW WORKSHEET

EMPLOYEE NAME <b>MICHELLE HOLT</b>	ORGANIZATION <b>ACC CG</b>	DATE <b>23 OCT 98</b>	PERIOD COVERED <b>1 JUL 98 - 30 SEP 98</b>
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See AFI 36-1001, para 1.8. for instructions. At least one progress review of the employee's performance against all the elements of the performance plan will take place during the appraisal period, normally at the midpoint. The date of this review will be documented on the AF Form 971, Supervisor's Employee Brief. This worksheet may be used to further document this review, and may be filled out prior to and/or during the review with the employee. Use of this form is optional, and is meant to facilitate communication concerning performance. The process is intended for employee development and to help the individual. The employee should be made aware that the progress review is meant to provide feedback about his/her performance that may impact the rating of record at the end of the appraisal period. Do not forward the form to the personnel flight.

Indicate by use of an "X" the employee's performance at this stage of the appraisal period. Place an "X" at the appropriate place on the arrowed line. Use the space provided for any comments.

needs significant improvement	needs little or no improvement	Comments
<b>1. PROGRESS ON PERFORMANCE PLAN ELEMENTS</b> - Element 1 <b>NC</b> DIRECT CALLERS/VISITORS ←—————→ <b>X</b> - Element 2 <b>N/C</b> Provides info ←—————→ <b>X</b> - Element 3 <b>C</b> MAINTAINS RECORDS ←—————→ <b>X</b> - Element 4 <b>C</b> Surveys ←—————→ <b>X</b> - Element 5 <b>NC</b> Incoming mail ←—————→ <b>X</b> - Element 6 <b>C</b> Security ←—————→ <b>X</b> - Element 7 <b>C</b> Edits Mail ←—————→ <b>X</b> - Element "Impact on Mission & Auto s/w Accomplishment" ←—————→ <b>X</b>		- <b>DOES VERY WELL - SOMETIMES HANDLES 3 PHONE LINES HAS OR FINDS INFO + VISITORS AT ONCE</b> - <b>LIST OF ADDL DUTIES, DIRECTORY ETC - DOES WELL MONTHLY</b> - <b>CONSCIENTIOUS TRACKS, ASSIGNS, FOLLOWS UP VERY WELL</b> - <b>DISTRIBUTES W/OUT ANY ASSISTANCE</b> - <b>VERY CONSCIENTIOUS ABOUT SECURITY</b> - <b>CHECKS BPRS DRCS ETC WHEN CCSR CGOAR - NO NEGATIVE IMPACT - KEEPS THINGS GOING</b> - <b>CAPABLE ON COMPUTER - NOT INTO COMPLEX WORK</b>
<b>2. COOPERATION/RESPONSIVENESS</b> - Skilled at working with individuals or groups ←—————→ <b>X</b> - Is an enthusiastic follower ←—————→ <b>X</b> - Is a skilled leader ←—————→ <b>X</b>		- <b>WORKS WELL WITH OTHERS</b> - <b>SOMETIMES UNPATIENT W/ INCOMPETENT PEOPLE</b> - <b>GOOD MORALE BUILDER IN OFFICE</b> - <b>LEADS WELL, GOOD FOLLOWER LIMITED OPPORTUNITY</b>
<b>3. ORGANIZATIONAL SKILLS</b> - Uses resources effectively ←—————→ <b>X</b> - Sees future problems and heads them off ←—————→ <b>X</b> - Plans and schedules work effectively ←—————→ <b>X</b> - Adapts well to new demands ←—————→ <b>X</b>		- <b>YES</b> - <b>Strong point - SEES NEEDS - TASKS WHEN NEEDED</b> - <b>KEEPS BOSSES INFORMED</b> - <b>LOTS OF OPPORTUNITY HERE</b>
<b>4. COMMUNICATION</b> - Listens well ←—————→ <b>X</b> - Effective in oral communication ←—————→ <b>X</b> - Writes clearly ←—————→ <b>X</b>		- <b>LISTENS WELL</b> - <b>COMMUNICATIONS WELL - TOUGH ON SOME PEOPLE WHO TESTS HER PATIENCE</b> - <b>WRITES NOTES TO UNIT WELL</b>
<b>5. DUTY PERFORMANCE</b> - Work is of appropriate quality and quantity ←—————→ <b>X</b> - Work is timely ←—————→ <b>X</b>		- <b>GREAT WORK - PRODUCTIVE</b> - <b>ALWAYS ON TIME - ASSIST BOSSES IN SUSPENSES</b>
<b>6. THOROUGHNESS</b> - Completes a job on his/her own ←—————→ <b>X</b> - Follows up when necessary ←—————→ <b>X</b>		- <b>VERY WELL</b> - <b>STRONG POINT</b>
<b>7. ADDITIONAL ITEMS (See AFI 36-1001, Atch 4)</b> - Accomplishes required items as appropriate ←—————→		- <b>GREAT EMPLOYEE - MAKES JOB EASIER FOR BOSS + CO WORKER</b>

RATER (Supervisor's signature) <i>Charles J. Barma</i>	EMPLOYEE (Signature Optional)	DATE (YYMMDD) <b>23 OCT 98</b>
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**FEEDBACK SHEET  
QUARTERLY PERFORMANCE REVIEW/DISCUSSIONS**

QUARTER: (1) 2 3 PERIODIC OTHER

DATE: 24 Jun 98

RATEE: MICHELLE HOLT

**I. Performance Elements and Standards Discussed:**

*Outstanding employee, conscientious, dedicated, loyal, hard working and shows strong initiative - role-model. Supports office beyond normal expectations. Handles office expertly when all are out of office.*

**II. Overall Performance Rating**

Superior Excellent Fully Successful Minimally Acceptable Unacceptable

**III. Appraisal Factors/Manner of Performance**

	Low (1 - 3)	Central (4 - 6)	High (7 - 9)
1. Work Effort			9
2. Adaptability to Work			9
3. Problem Solving			9
4. Working Relationships			9
5. Communications			
a. Listening			9
b. Speaking			9
c. Writing			9
6. Work Productivity			9
7. Self-sufficiency			9
8. Skill in Work			9
9. Work Management			9

**IV. Appraisal Factors for Supervisors**

	Low (1 - 3)	Central (4 - 6)	High (7 - 9)
1. Sets/Enforces Standards			N/A
2. Displays Initiative			N/A
3. Self Confident			N/A
4. Planning Ability			N/A
5. Schedules Effectively/Meets Suspenses			N/A
6. Makes timely and Accurate Decisions			N/A
7. Retains Composure in Stressful Situations			N/A

*Charles E. Banna*

Supervisor's Signature

*Michelle Holt*

Employee's Signature

*24 Jun 98*

Date

Comments:

Attachments Included Y (N)



## CIVILIAN PROGRESS REVIEW WORKSHEET

## PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 8013 and Executive Order 9397.

Purpose: The social security number is needed to correctly identify the employee.

Routine Use: None

Disclosure is Voluntary: However, without it, it may affect the ability to accurately identify the employee and the records.

EMPLOYEE (Last Name, First, Middle Initial)

ORGANIZATION

DATE

PERIOD COVERED

Holt, Michelle M

ACC COMM GP

20020128

2001001 - 2001231

At least one progress review of the employee's performance against all the elements of the performance plan will take place during the appraisal period, normally at the midpoint. This worksheet will be used to further document this review, and may be filled out prior to and/or during the review with the employee. Use of this form is mandatory, and is meant to facilitate communication concerning performance. The process is intended for employee development and to help the individual. The employee should be made aware that the progress review is meant to provide feedback about his/her performance that may impact the rating of record at the end of the appraisal period. Do not forward the form to the personnel flight. It is filed with the AF Form 971, and a copy given to the employee.

Indicate by use of an "X" the employee's performance at this stage of the appraisal period. Place an "X" at the appropriate place on the arrowed line. Use the space provided for any comments (optional). Performance items not observed are not rated.

	needs significant improvement	needs little or no improvement	COMMENTS
<b>1. PROGRESS ON PERFORMANCE PLAN ELEMENTS</b>			
- Element 1 <i>VARIED USE OFFICE S/W</i>	←	X	<i>SUPERB USE OF VARIOUS S/W (MS, PPT, CIV PAY...)  FREQ USE OF TOOLS TO COMPOSE DOCS, WEB PAGE  BULLETIN BOARD, ROSTER  VERY GOOD AT SCREENING MAIL, EMAIL, ESP COMM/CC  BOX. TOPNOTCH FILES, TIME KEEPER FILES  DATA ENTRY  COURTEOUS, AND DOES GOOD JOB OF SCREENING</i>
- Element 2 <i>VARIETY OF READERS</i>	←	X	
- Element 3 <i>SCREENING MAIL/MBS</i>	←	X	
- Element 4 <i>FILE KEEPING</i>	←	X	
- Element 5 <i>PHONE/INTERVISITORS</i>	←	X	
- Element 6	←		
- Element 7	←		
- Element 8	←		
- Element 9	←		
- Element 10	←		
- Element 11	←		
- Element 12	←		
- Element 13	←		
- Element 14	←		
<b>2. COOPERATION/RESPONSIVENESS</b>			
- Skilled at working with individuals or groups	←	X	<i>WORKS WELL WITH PEOPLE  FOLLOWS WELL  SHOWS APPROPRIATE LEADERSHIP AT LEVEL OF POSITION</i>
- Is an enthusiastic follower	←	X	
- Is a skilled leader	←	X	
<b>3. ORGANIZATIONAL SKILLS</b>			
- Uses resources effectively	←	X	<i>EXCELLENT WITH OFFICE TOOLS MANAGES TIME  ACCOUNT WELL + ANTICIPATE NEEDS FOR SUPPLIES  OFTEN GIVES HEADS UP ON POTENTIAL PROBLEMS  SO LEADERSHIP CAN TACKLE SOONEST  SCHEDULES OWN + SUPERVISORS ACTIVITIES  LOTS OF CHARGES THIS YEAR - SHE SHINED</i>
- Sees future problems and heads them off	←	X	
- Plans and schedules work effectively	←	X	
- Adapts well to new demands	←	X	
<b>4. COMMUNICATION</b>			
- Listens well	←	X	<i>STRONG POINT</i>
- Effective in oral communication	←	X	
- Writes clearly	←	X	
<b>5. DUTY PERFORMANCE</b>			
- Work is of appropriate quality and quantity	←	X	<i>VERY HARD WORKING, ACCOMPLISHING  TASKS EFFECTIVELY  NO LATES - ESP CRITICAL FOR PAY CARDS</i>
- Work is timely	←	X	
<b>6. THOROUGHNESS</b>			
- Completes a job on his/her own	←	X	<i>VERY THOROUGH - NEEDED LITTLE TO NO  SUPERVISION</i>
- Follows up when necessary	←	X	
<b>7. ADDITIONAL ITEMS</b>			
- Accomplishes required items as appropriate	←	X	<i>GOES ABOVE AND BEYOND TO KEEP TOWER  GROUP CC OFFICE</i>
RATER (Supervisor's signature)		EMPLOYEE (Signature Optional)	
<i>Charly E. Damm</i>		<i>Michelle Holt</i>	
		DATE (YYYYMMDD)	
		20020128	

## CIVILIAN PROGRESS REVIEW WORKSHEET

## PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 8013 and Executive Order 9397.

Purpose: The social security number is needed to correctly identify the employee.

Routine Use: None

Disclosure is Voluntary: However, without it, it may affect the ability to accurately identify the employee and the records.

EMPLOYEE (Last Name, First, Middle Initial)	ORGANIZATION	DATE	PERIOD COVERED
HOLT MICHELLE M.	ACC COMM GP	20021106	20020701-20020930

At least one progress review of the employee's performance against all the elements of the performance plan will take place during the appraisal period, normally at the midpoint. This worksheet will be used to further document this review, and may be filled out prior to and/or during the review with the employee. Use of this form is mandatory, and is meant to facilitate communication concerning performance. The process is intended for employee development and to help the individual. The employee should be made aware that the progress review is meant to provide feedback about his/her performance that may impact the rating of record at the end of the appraisal period. Do not forward the form to the personnel flight. It is filed with the AF Form 971, and a copy given to the employee.

Indicate by use of an "X" the employee's performance at this stage of the appraisal period. Place an "X" at the appropriate place on the arrowed line. Use the space provided for any comments (optional). Performance items not observed are not rated.

	needs significant improvement	needs little or no improvement	COMMENTS
<b>1. PROGRESS ON PERFORMANCE PLAN ELEMENTS</b>			
- Element 1 <i>VARIED USE OF OFFICE S/W</i>	←	→ <input checked="" type="checkbox"/>	<i>Temporary GS-6 <del>reassigned</del> approved</i> <i>Performing superbly --</i> <i>Carrying the load &amp;</i> <i>usually handle.</i>
- Element 2 <i>VARIETY OF REPORTS</i>	←	→ <input checked="" type="checkbox"/>	
- Element 3 <i>SCREENS MAIL/INBOX</i>	←	→ <input checked="" type="checkbox"/>	
- Element 4 <i>FILE KEEPING</i>	←	→ <input checked="" type="checkbox"/>	
- Element 5 <i>PHONE GREET VISITORS</i>	←	→ <input checked="" type="checkbox"/>	
- Element 6	←	→	
- Element 7	←	→	
- Element 8	←	→	
- Element 9	←	→	
- Element 10	←	→	
- Element 11	←	→	
- Element 12	←	→	
- Element 13	←	→	
- Element 14	←	→	
<b>2. COOPERATION/RESPONSIVENESS</b>			
- Skilled at working with individuals or groups	←	→ <input checked="" type="checkbox"/>	<i>Responsive and Courteous.</i> <i>Works well with Charging Specs!</i>
- Is an enthusiastic follower	←	→ <input checked="" type="checkbox"/>	
- Is a skilled leader	←	→ <input checked="" type="checkbox"/>	
<b>3. ORGANIZATIONAL SKILLS</b>			
- Uses resources effectively	←	→ <input checked="" type="checkbox"/>	<i>Carries the front office making</i> <i>it easy for the Commander</i> <i>and Deputy to focus on other issues</i>
- Sees future problems and heads them off	←	→ <input checked="" type="checkbox"/>	
- Plans and schedules work effectively	←	→ <input checked="" type="checkbox"/>	
- Adapts well to new demands	←	→ <input checked="" type="checkbox"/>	
<b>4. COMMUNICATION</b>			
- Listens well	←	→ <input checked="" type="checkbox"/>	<i>the #1 messenger in the 750-person</i> <i>group -- excellent job</i>
- Effective in oral communication	←	→ <input checked="" type="checkbox"/>	
- Writes clearly	←	→ <input checked="" type="checkbox"/>	
<b>5. DUTY PERFORMANCE</b>			
- Work is of appropriate quality and quantity	←	→ <input checked="" type="checkbox"/>	<i>Tough job for 2 -- she</i> <i>does awesome job as 1.</i>
- Work is timely	←	→ <input checked="" type="checkbox"/>	
<b>6. THOROUGHNESS</b>			
- Completes a job on his/her own	←	→ <input checked="" type="checkbox"/>	<i>Great initiative in getting others</i> <i>doing the right things at the right time</i>
- Follows up when necessary	←	→ <input checked="" type="checkbox"/>	
<b>7. ADDITIONAL ITEMS</b>			
- Accomplishes required items as appropriate	←	→ <input checked="" type="checkbox"/>	<i>Whatever the office needs -- she's</i> <i>ahead of the need.</i>
RATER (Supervisor's signature)		EMPLOYEE (Signature Optional)	DATE (YYYYMMDD)
<i>Charles E. Brown</i>		<i>Michelle Holt</i>	20021106



## CIVILIAN PROGRESS REVIEW WORKSHEET

## PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 8013 and Executive Order 9397.

Purpose: The social security number is needed to correctly identify the employee.

Routine Use: None

Disclosure is Voluntary: However, without it, it may affect the ability to accurately identify the employee and the records.

EMPLOYEE (Last Name, First, Middle Initial)

HOLT, MICHELLE M.

ORGANIZATION

ACC COMM GP

DATE

20020816

PERIOD COVERED

20020401-20020630

At least one progress review of the employee's performance against all the elements of the performance plan will take place during the appraisal period, normally at the midpoint. This worksheet will be used to further document this review, and may be filled out prior to and/or during the review with the employee. Use of this form is mandatory, and is meant to facilitate communication concerning performance. The process is intended for employee development and to help the individual. The employee should be made aware that the progress review is meant to provide feedback about his/her performance that may impact the rating of record at the end of the appraisal period. Do not forward the form to the personnel flight. It is filed with the AF Form 971, and a copy given to the employee.

Indicate by use of an "X" the employee's performance at this stage of the appraisal period. Place an "X" at the appropriate place on the arrowed line. Use the space provided for any comments (optional). Performance items not observed are not rated.

needs significant improvement		needs little or no improvement	COMMENTS
<b>1. PROGRESS ON PERFORMANCE PLAN ELEMENTS</b>			
- Element 1	<i>VARIED USE OF OFFICE SW</i>	X	<i>Performing superbly, carrying the load of the CC 6S-6 secretary as well as her position. Just approved for temporary promotion to 6S-6 while permanent employee detailed to Group Security Office. Expert in all aspects of office administration. Superstar!</i>
- Element 2	<i>VARIETY OF REPORTS</i>	X	
- Element 3	<i>SCREENS MAIL/MSGs</i>	X	
- Element 4	<i>FILE KEEPING</i>	X	
- Element 5	<i>PHONE/GREET VISITORS</i>		
- Element 6			
- Element 7			
- Element 8			
- Element 9			
- Element 10			
- Element 11			
- Element 12			
- Element 13			
- Element 14			
<b>2. COOPERATION/RESPONSIVENESS</b>			
- Skilled at working with individuals or groups		X	<i>In tune with needs of people and very responsive and courteous. Great follower</i>
- Is an enthusiastic follower		X	
- Is a skilled leader		X	
<b>3. ORGANIZATIONAL SKILLS</b>			
- Uses resources effectively		X	<i>Successfully runs the front office managing all aspects, allowing the Commander and deputy to focus on other priorities</i>
- Sees future problems and heads them off		X	
- Plans and schedules work effectively		X	
- Adapts well to new demands		X	
<b>4. COMMUNICATION</b>			
- Listens well		X	<i>Very good communicator -- lead messenger for info to entire 750-person group</i>
- Effective in oral communication		X	
- Writes clearly		X	
<b>5. DUTY PERFORMANCE</b>			
- Work is of appropriate quality and quantity		X	<i>Superb quality &amp; quantity. Delivers!</i>
- Work is timely		X	
<b>6. THOROUGHNESS</b>			
- Completes a job on his/her own		X	<i>Strong skill in knowing what needs to be done and doing it</i>
- Follows up when necessary		X	
<b>7. ADDITIONAL ITEMS</b>			
- Accomplishes required items as appropriate		X	<i>Gets right things done.</i>

RATER (Supervisor's Signature)

Holt, Michelle M.

EMPLOYEE (Signature Optional)

Michelle Holt

DATE (YYYYMMDD)

20020816

## CIVILIAN PROGRESS REVIEW WORKSHEET

## PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 8013 and Executive Order 9397.

Purpose: The social security number is needed to correctly identify the employee.

Routine Use: None

Disclosure is Voluntary: However, without it, it may affect the ability to accurately identify the employee and the records.

EMPLOYEE (Last Name, First, Middle Initial)

HOLT, MICHELLE M.

ORGANIZATION

ACC Comm Gp

DATE

20030730

PERIOD COVERED

20030401-20030630

At least one progress review of the employee's performance against all the elements of the performance plan will take place during the appraisal period, normally at the midpoint. This worksheet will be used to further document this review, and may be filled out prior to and/or during the review with the employee. Use of this form is mandatory, and is meant to facilitate communication concerning performance. The process is intended for employee development and to help the individual. The employee should be made aware that the progress review is meant to provide feedback about his/her performance that may impact the rating of record at the end of the appraisal period. Do not forward the form to the personnel flight. It is filed with the AF Form 971, and a copy given to the employee.

Indicate by use of an "X" the employee's performance at this stage of the appraisal period. Place an "X" at the appropriate place on the arrowed line. Use the space provided for any comments (optional). Performance items not observed are not rated.

	needs significant improvement	needs little or no improvement	COMMENTS
<b>1. PROGRESS ON PERFORMANCE PLAN ELEMENTS</b>			
- Element 1 <b>VARIED USE OF OFFICE S/W</b>	←	→	<i>CONTINUED AS TEMPORARY GS-6 CC Secretary, carrying load of 2 secretaries</i>
- Element 2 <b>VARIETY OF REPORTS</b>	←	→	
- Element 3 <b>SCREENS MAIL/MSGS</b>	←	→	
- Element 4 <b>FILE KEEPING</b>	←	→	
- Element 5 <b>BECOME THOSE + GREET VISITORS</b>	←	→	
- Element 6	←	→	
- Element 7	←	→	
- Element 8	←	→	
- Element 9	←	→	
- Element 10	←	→	
- Element 11	←	→	
- Element 12	←	→	
- Element 13	←	→	
- Element 14	←	→	
<b>2. COOPERATION/RESPONSIVENESS</b>			
- Skilled at working with individuals or groups	←	→	<i>Works with many in all 3 legs and HQ, esp on day to day quick new exec, temp edels and GP staff</i>
- Is an enthusiastic follower	←	→	
- Is a skilled leader	←	→	
<b>3. ORGANIZATIONAL SKILLS</b>			
- Uses resources effectively	←	→	<i>Moreover carries the admin load for the Group Command Section. Good at keeping Commander aware of upcoming supplies</i>
- Sees future problems and heads them off	←	→	
- Plans and schedules work effectively	←	→	
- Adapts well to new demands	←	→	
<b>4. COMMUNICATION</b>			
- Listens well	←	→	<i>Kept info mainly in GP as the center point for all info shared throughout the Group</i>
- Effective in oral communication	←	→	
- Writes clearly	←	→	
<b>5. DUTY PERFORMANCE</b>			
- Work is of appropriate quality and quantity	←	→	<i>Workload has increased as deployment and transfers have occurred more frequent</i>
- Work is timely	←	→	
<b>6. THOROUGHNESS</b>			
- Completes a job on his/her own	←	→	<i>Great initiative and superb at reminding others to complete tasks on time</i>
- Follows up when necessary	←	→	
<b>7. ADDITIONAL ITEMS</b>			
- Accomplishes required items as appropriate	←	→	<i>Always willing to help accomplish needs of unit.</i>
RATER (Supervisor's Signature)		EMPLOYEE (Signature Optional)	
<i>Charles E. Rana</i>		<i>Michelle Holt</i>	
		DATE (YYYYMMDD)	
		20030730	



## CIVILIAN PROGRESS REVIEW WORKSHEET

## PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 8013 and Executive Order 9397.

Purpose: The social security number is needed to correctly identify the employee.

Routine Use: None

Disclosure is Voluntary: However, without it, it may affect the ability to accurately identify the employee and the records.

EMPLOYEE (Last Name, First, Middle Initial)	ORGANIZATION	DATE	PERIOD COVERED
HOLT, MICHELLE M.	ACC Comm Gp	20031027	20030701-20030930

At least one progress review of the employee's performance against all the elements of the performance plan will take place during the appraisal period, normally at the midpoint. This worksheet will be used to further document this review, and may be filled out prior to and/or during the review with the employee. Use of this form is mandatory, and is meant to facilitate communication concerning performance. The process is intended for employee development and to help the individual. The employee should be made aware that the progress review is meant to provide feedback about his/her performance that may impact the rating of record at the end of the appraisal period. Do not forward the form to the personnel flight. It is filed with the AF Form 971, and a copy given to the employee.

Indicate by use of an "X" the employee's performance at this stage of the appraisal period. Place an "X" at the appropriate place on the arrowed line. Use the space provided for any comments (optional). Performance items not observed are not rated.

needs significant improvement		needs little or no improvement	COMMENTS
<b>1. PROGRESS ON PERFORMANCE PLAN ELEMENTS</b>			
- Element 1	Varied Use of Office Staff	X	Continues to serve superbly as a Temporary GS-6, Secretary to the Group Commander while also serving the new Group Deputy Commander and Technical Director, as well as offering assistance to other members of the Group Command Staff.
- Element 2	Variety of Report	X	
- Element 3	Screen Mail Mgr	X	
- Element 4	File Keeping	X	
- Element 5	Rev Phone calls/Visitors	X	
- Element 6			
- Element 7			
- Element 8			
- Element 9			
- Element 10			
- Element 11			
- Element 12			
- Element 13			
- Element 14			
<b>2. COOPERATION/RESPONSIVENESS</b>			Comments from previous City performance feedback still apply for this year.
- Skilled at working with individuals or groups		X	
- Is an enthusiastic follower		X	
<b>3. ORGANIZATIONAL SKILLS</b>			Ms. Holt is a dedicated hard-working conscientious employee who makes the right things happen in the group especially in keeping the military performance reports and decorations process moving.
- Uses resources effectively		X	
- Sees future problems and heads them off		X	
- Plans and schedules work effectively		X	
<b>4. COMMUNICATION</b>			
- Listens well		X	
- Effective in oral communication		X	
<b>5. DUTY PERFORMANCE</b>			
- Work is of appropriate quality and quantity		X	
<b>6. THOROUGHNESS</b>			
- Completes a job on his/her own		X	
<b>7. ADDITIONAL ITEMS</b>			
- Accomplishes required items as appropriate		X	
RATER (Supervisor's signature)		EMPLOYEE (Signature Optional)	DATE (YYYYMMDD)
Charles E. Brennan		Michelle Hreet	20031027

## CIVILIAN PROGRESS REVIEW WORKSHEET

## PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 8013 and Executive Order 9397.

Purpose: The social security number is needed to correctly identify the employee.

Routine Use: None

Disclosure is Voluntary: However, without it, it may affect the ability to accurately identify the employee and the records.

EMPLOYEE (Last Name, First, Middle Initial)	ORGANIZATION	DATE	PERIOD COVERED
Holt, Michelle M.	ACC Comm Gp	20040127	20031001-20031231

At least one progress review of the employee's performance against all the elements of the performance plan will take place during the appraisal period, normally at the midpoint. This worksheet will be used to further document this review, and may be filled out prior to and/or during the review with the employee. Use of this form is mandatory, and is meant to facilitate communication concerning performance. The process is intended for employee development and to help the individual. The employee should be made aware that the progress review is meant to provide feedback about his/her performance that may impact the rating of record at the end of the appraisal period. Do not forward the form to the personnel flight. It is filed with the AF Form 971, and a copy given to the employee.

Indicate by use of an "X" the employee's performance at this stage of the appraisal period. Place an "X" at the appropriate place on the arrowed line. Use the space provided for any comments (optional). Performance items not observed are not rated.

	needs significant improvement	needs little or no improvement	COMMENTS
<b>1. PROGRESS ON PERFORMANCE PLAN ELEMENTS</b>			
- Element 1 <i>Varied use of office S/W</i>	←	→	<p><i>After serving as a temporary GS-6 for well over a year, was selected for permanent promotion.</i></p> <p><i>Continues to perform superbly single-handedly supporting the entire Group command section of 10 people.</i></p> <p><i>Ms Holt continues to be a dedicated employee, loyal to the organization.</i></p>
- Element 2 <i>Variety of reports</i>	←	→	
- Element 3 <i>Screen Mail images</i>	←	→	
- Element 4 <i>File Keeping</i>	←	→	
- Element 5 <i>Receives calls/visitors</i>	←	→	
- Element 6	←	→	
- Element 7	←	→	
- Element 8	←	→	
- Element 9	←	→	
- Element 10	←	→	
- Element 11	←	→	
- Element 12	←	→	
- Element 13	←	→	
- Element 14	←	→	
<b>2. COOPERATION/RESPONSIVENESS</b>			
- Skilled at working with individuals or groups	←	→	<p><i>Independently managing the office, processing every performance report, decoration and award package from this</i></p>
- Is an enthusiastic follower	←	→	
- Is a skilled leader	←	→	
<b>3. ORGANIZATIONAL SKILLS</b>			
- Uses resources effectively	←	→	<p><i>Group of 700 people; an awesome task that she accomplishes completely. Very thorough, she processes and validates every time card for the 158 authorized Corp 1 &amp; Civilians in the unit.</i></p>
- Sees future problems and heads them off	←	→	
- Plans and schedules work effectively	←	→	
- Adapts well to new demands	←	→	
<b>4. COMMUNICATION</b>			
- Listens well	←	→	<p><i>Excellent employee to serve with</i></p>
- Effective in oral communication	←	→	
- Writes clearly	←	→	
<b>5. DUTY PERFORMANCE</b>			
- Work is of appropriate quality and quantity	←	→	
- Work is timely	←	→	
<b>6. THOROUGHNESS</b>			
- Completes a job on his/her own	←	→	
- Follows up when necessary	←	→	
<b>7. ADDITIONAL ITEMS</b>			
- Accomplishes required items as appropriate	←	→	
RATER (Supervisor's signature)		EMPLOYEE (Signature Optional)	DATE (YYYYMMDD)
<i>Charles E. Bauman</i>		<i>Michelle Holt</i>	<i>2008.04.25</i>



<b>CIVILIAN PERFORMANCE RATING</b> <small>For use of this form, see AR 690 400, Chapter 430, the proponent agency is OCSPER</small>					
PART I - ADMINISTRATIVE DATA					
1. NAME (Last, First, MI) AND SSN  HOLT, MICHELLE M.      228-13-7729			2. NAME AND LOCATION OF EMPLOYING OFFICE  Reserve Component Branch Training Analysis Development Division Directorate of Training and Doctrine U.S. Army Aviation Logistics School Fort Eustis, VA 23604-5421		
3. POSITION TITLE AND NUMBER, PAY PLAN, SERIES AND GRADE/LEVEL  Clerk Typist, GS-322-03					
4. PERIOD COVERED  FROM: 14 Aug 89 TO: 2 Aug 90	5. UNDER SUPERVISION OF CURRENT SUPERVISOR  FROM: 14 Aug 89	6. TYPE OF RATING <input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> SPECIAL <input type="checkbox"/> PROBATIONARY		7. IF PROBATIONARY, INDICATE RECOMMENDED ACTION  <input type="checkbox"/> RETAIN <input type="checkbox"/> REMOVE FROM POSITION (SF 52 attached)	
PART II - PERFORMANCE EVALUATION					
8. JOB ELEMENT <small>a</small>	CE <small>b</small>	RATING <small>c</small>	JOB ELEMENT <small>a</small>	CE <small>b</small>	RATING <small>c</small>
1. Prepares printed material	YES	E			
2. Operates personal computer	NO	E			
3. Corrects unsafe strategies	YES	M			
9. ELEMENT RATING EXPLANATION  1. Ms. Holt provided typing support to the Reserve Component Branch and to the academic departments. She prepared in excess of 137 Reserve Component (RC) lesson plans accurately and efficiently. She ensured correct format and grammar, working virtually unsupervised. Ms. Holt gave assistance to other word processors and course managers in regard to specific RC requirements and format. At no time was Ms. Holt's work returned for corrections.  2. Ms. Holt has an excellent knowledge of Multimate. She never encountered a function that she was unable to execute. At no time was production delayed due to Ms. Holt's performance.  3. In all instances, Ms. Holt identified unsafe conditions in the office environment and notified appropriate personnel to ensure the situation was corrected.					

## PART II - PERFORMANCE EVALUATION (Continued)

9. ELEMENT RATING EXPLANATION (Continued)

## PART III - INDIVIDUAL DEVELOPMENT PLAN

10.

## PART IV - SENIOR EXECUTIVE SERVICE (SES) ONLY

11. RECOMMENDING OFFICIAL	RECOMMENDATIONS				12. RATING OFFICIAL APPROVAL		
	RATING <i>a</i>	SALARY <i>b</i>		PERFORMANCE AWARD (BONUS) <i>c</i>		SALARY ADJUSTMENT <i>a</i>	PERFORMANCE AWARD (BONUS) <i>b</i>
		YES	NO	YES	NO		
SUPERVISOR						ES- _____	_____ %
REVIEWING OFFICIAL (Optional)							
PERFORMANCE REVIEW BOARD							

Note: SES members may respond in writing to their initial ratings. They also may request higher executive level review either before ratings are submitted to the Performance Review Board or after final rating is assigned, but not both. See AR 600-900, chapter 920, Subchapter 5.

## PART V - COMMENTS

13.

Ms. Holt is an aggressive, dedicated and mission-oriented individual. She is fully capable of performing assignments at higher skill and grade levels.

## PART VI - SUMMARY RATING LEVEL

14. ☐ EXCEPTIONAL ☒ HIGHLY SUCCESSFUL ☐ FULLY SUCCESSFUL ☐ MINIMALLY ACCEPTABLE/ SATISFACTORY ☐ UNACCEPTABLE/ UNSATISFACTORY

## PART VII - AUTHENTICATION

15a. SUPERVISOR NAME AND TITLE WILLIAM R. MORRIS, MAJ, C, RCB	b. SIGNATURE <i>William R. Morris</i>	c. DATE 31 Aug 90
16a. REVIEWING OFFICIAL (Optional) NAME AND TITLE DAVID A. LAMB, C, TADD	b. SIGNATURE <i>David A. Lamb</i>	c. DATE 8 Sep 90
17a. PRB REPRESENTATIVE NAME AND TITLE	b. SIGNATURE	c. DATE
18a. APPROVING/SES RATING OFFICIAL NAME AND TITLE ROBERT B. TERRY, JR., COL, AV, DOTD	b. SIGNATURE <i>Robert B. Terry, Jr.</i>	c. DATE 13 Sep 90
19a. EMPLOYEE NAME MICHELLE M. HOLT	b. SIGNATURE <i>Michelle M. Holt</i>	c. DATE 17 Sep 90

## CIVILIAN PERFORMANCE RATING

For use of this form, see AR 690-400, Chapter 430; the proponent agency is DCSPER

## PART I - ADMINISTRATIVE DATA

1. NAME (Last, First, MI) AND SSN

Holt, Michelle M. 228-13-7729

3. POSITION TITLE AND NUMBER, PAY PLAN, SERIES AND GRADE/LEVEL

GS 322-04

2. NAME AND LOCATION OF EMPLOYING OFFICE

DATT, USAALS  
Ft. Eustis, VA 23604

4. PERIOD COVERED

FROM: 901021  
TO: 9111215. UNDER SUPERVISION OF  
CURRENT SUPERVISOR

FROM:

6. TYPE OF RATING



ANNUAL



SPECIAL



PROBATIONARY

7. IF PROBATIONARY, INDICATE  
RECOMMENDED ACTION

RETAIN

REMOVE FROM POSITION  
(SF 52 attached)

## PART II - PERFORMANCE EVALUATION

8. JOB ELEMENT a	CE b	RATING c	8. JOB ELEMENT a	CE b	RATING c
1. Typing	Y	E			
2. EER/OER Control	Y	E			
3. Personal Contacts	Y	E			
4. Admin Support	N	E			

## 9. ELEMENT RATING EXPLANATION

- Ms. Holt displays outstanding typing abilities. She can always be counted on to do more than her share. She is a self starter and requires very little if any supervision. Ms. Holt has unlimited potential and a demonstrated talent in the computer field. Her work is exceptional and far above standard.
- Ms. Holt has grasped the EER/OER Control requirements and with no prior experience in this area has demonstrated exceptional talents.
- Ms. Holt has a very professional and friendly working rapport with supervisors and peers alike. She has developed skills when dealing with co-workers that truly enhance the office.
- Ms. Holt has provided excellent administrative support and has acted in the position of Department Secretary and again has demonstrated unlimited potential.

**PART II – PERFORMANCE EVALUATION (Continued)****9. ELEMENT RATING EXPLANATION (Continued)****PART III – INDIVIDUAL DEVELOPMENT PLAN**

10.

Advanced Multimate Advantage II

**PART IV – SENIOR EXECUTIVE SERVICE (SES) ONLY**

11. RECOMMENDING OFFICIAL	RECOMMENDATIONS				12. RATING OFFICIAL APPROVAL		
	RATING <i>a</i>	SALARY <i>b</i>		PERFORMANCE AWARD (BONUS) <i>c</i>		SALARY ADJUSTMENT <i>a</i>	PERFORMANCE AWARD (BONUS) <i>b</i>
		YES	NO	YES	NO		
SUPERVISOR						ES— _____	_____ %
REVIEWING OFFICIAL (Optional)							
PERFORMANCE REVIEW BOARD							

Note: SES members may respond in writing to their initial ratings. They also may request higher executive level review either before ratings are submitted to the Performance Review Board or after final rating is assigned, but not both. See AR 690-900, chapter 920, Subchapter 5.

**PART V – COMMENTS**

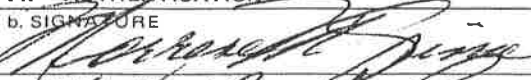



13.

**PART VI – SUMMARY RATING LEVEL**

14.

☒ EXCEPTIONAL    ☐ HIGHLY SUCCESSFUL    ☐ FULLY SUCCESSFUL    ☐ MINIMALLY ACCEPTABLE/ SATISFACTORY    ☐ UNACCEPTABLE/ UNSATISFACTORY

**PART VII – AUTHENTICATION**

15a. SUPERVISOR NAME AND TITLE Morrene M. Grina, Admin Supvr.	b. SIGNATURE 	c. DATE 17 DEC 91
16a. REVIEWING OFFICIAL (Optional) NAME AND TITLE William J. Eustis, Tng Admin.	b. SIGNATURE 	c. DATE 18 DEC 91
17a. PRB REPRESENTATIVE NAME AND TITLE	b. SIGNATURE	c. DATE
18a. APPROVING/SES RATING OFFICIAL NAME AND TITLE Scott R. Wilcox, LTC, Dir	b. SIGNATURE 	c. DATE 18 DEC 91
19a. EMPLOYEE NAME Michelle M. Holt	b. SIGNATURE 	c. DATE 18 DEC 91



## CIVILIAN PERFORMANCE RATING

For use of this form, see AR 690-400, Chapter 430; the proponent agency is DCSPER

## PART I - ADMINISTRATIVE DATA

1. NAME (Last, First, MI) AND SSN  Holt, Michelle M. 228-13-7729		2. NAME AND LOCATION OF EMPLOYING OFFICE  DATT, USAALS Ft. Eustis, VA 23604	
3. POSITION TITLE AND NUMBER, PAY PLAN, SERIES AND GRADE/LEVEL  Office Automation Clerk GS-326			
4. PERIOD COVERED FROM: 911122 TO: 920616	5. UNDER SUPERVISION OF CURRENT SUPERVISOR FROM:	6. TYPE OF RATING <input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> SPECIAL <input type="checkbox"/> PROBATIONARY	7. IF PROBATIONARY, INDICATE RECOMMENDED ACTION <input type="checkbox"/> RETAIN <input type="checkbox"/> REMOVE FROM POSITION (SF 52 attached)

## PART II - PERFORMANCE EVALUATION

8. JOB ELEMENT a	CE b	RATING c	JOB ELEMENT a	CE b	RATING c
1. Typing	Y	E			
2. EER/OER Control	Y	E			
3. Personal Contacts	Y	E			
4. Admin Support	N	E			

## 9. ELEMENT RATING EXPLANATION

- Word processing skills remain above standard for this rating period. Ms. Holt's knowledge of all preparation and format governing training materials have been a contributing factor in the department's mission accomplishment. During a period of personnel changes within this department Ms. Holt was able to aid in a smooth transition without a delay in either POI's or lesson plans. Her computer skills have been vital to the contributing automation of all course materials.
- Ms. Holt has a flawless system established to keep a firm grip on EER's and OER's resulting in no missed suspense dates. She has monitored the preparation and submission of all military awards, civilian awards, and civilian ratings without delays or missed suspenses.
- Ms. Holt has an exceptional rapport with all she comes in contact with. Her ability to deal with others has enhanced her performance when fulfilling any or all administrative functions.
- Ms. Holt continues to provide admin support in an exceptional manner. Her knowledge of the day to day operation of the department has added immensely to the operation as a whole.



**PART II – PERFORMANCE EVALUATION (Continued)****9. ELEMENT RATING EXPLANATION (Continued)****PART III – INDIVIDUAL DEVELOPMENT PLAN**

10.

Advanced Multimate Advantage II; Grammar for the Office

**PART IV – SENIOR EXECUTIVE SERVICE (SES) ONLY**

11. RECOMMENDING OFFICIAL	RECOMMENDATIONS				12. RATING OFFICIAL APPROVAL	
	RATING <i>a</i>	SALARY <i>b</i>		PERFORMANCE AWARD (BONUS) <i>c</i>		PERFORMANCE AWARD (BONUS) <i>b</i>
		YES	NO	YES	NO	
SUPERVISOR						
REVIEWING OFFICIAL (Optional)						
PERFORMANCE REVIEW BOARD						
					ES- _____	_____ %

Note: SES members may respond in writing to their initial ratings. They also may request higher executive level review either before ratings are submitted to the Performance Review Board or after final rating is assigned, but not both. See AR 690-900, chapter 920, Subchapter 5.

**PART V – COMMENTS**

13.

**PART VI – SUMMARY RATING LEVEL**

14. ☒ EXCEPTIONAL    ☐ HIGHLY SUCCESSFUL    ☐ FULLY SUCCESSFUL    ☐ MINIMALLY ACCEPTABLE/ SATISFACTORY    ☐ UNACCEPTABLE/ UNSATISFACTORY

**PART VII – AUTHENTICATION**

15a. SUPERVISOR NAME AND TITLE Morrene M. Grina, Admin Supvr.	b. SIGNATURE <i>Morrene M. Grina</i>	c. DATE 16 June 92
16a. REVIEWING OFFICIAL (Optional) NAME AND TITLE William J. Eustis, Tng Admin.	b. SIGNATURE <i>William J. Eustis</i>	c. DATE 16 Jun 92
17a. PRB REPRESENTATIVE NAME AND TITLE	b. SIGNATURE	c. DATE
18a. APPROVING/SES RATING OFFICIAL NAME AND TITLE Scott R. Wilcox, LTC, Director	b. SIGNATURE <i>Scott R. Wilcox</i>	c. DATE 16 June 92
19a. EMPLOYEE NAME Michelle M. Holt	b. SIGNATURE <i>Michelle M. Holt</i>	c. DATE 16 June 92

GENERAL PERFORMANCE AND PROMOTION APPRAISAL  
PERFORMANCE RATING

APPRAISAL PERIOD

FROM: 6 Sep 92

TO: 4 Dec 92

EMPLOYEE Last, First, Middle Initial

PAY PLAN

SERIES

GRADE

STEP

SALARY

HOLT, MICHELLE M.

GS

0318

04

02

\$16,335.00

SOCIAL SECURITY NUMBER

ORGANIZATION/OFFICE SYMBOL

1912 CSGP/RC

LANGLEY AFB VA

EFFECTIVE DATE

DAY MONTH YEAR

0 4 JAN 9 3

2 2 8 1 3 7 7 2 9

REMOVAL TO

BLOCKS.

ANNUAL

OTHER

INFORMATIONAL

MAR C 3

APR C 3

MAY C 3

JUN C 3

JUL C 3

AUG C 3

SEP C 3

OCT C 3

NOV C 3

DEC C 3

OVERALL PERFORMANCE RATING Derived from the ratings of the performance elements on page 2.)

- ☐ SUPERIOR: Employee exceeds all of the elements of the performance plan.
- ☐ EXCELLENT: Employee exceeds more than one-half of the critical elements and meets all other elements.
- ☐ FULLY SUCCESSFUL: Employee meets the requirements of all of the elements of the performance plan.
- ☐ MINIMALLY ACCEPTABLE: Employee does not meet the requirements of one or more noncritical elements of the performance plan, but meets the requirements for all critical elements.
- ☐ UNACCEPTABLE: Employee does not meet the requirements of one or more critical elements of the performance plan.

APPRAISAL FACTORS - MANNER OF PERFORMANCE (Do not complete if employee is a GS/GM-15 or higher.)

Appraisal factors listed below represent work behaviors that can be observed in the context of the employee's current position as reflected in the Performance Plan (AFM 11-200-100). Based on your observations of the employee's performance, rate EVERY appraisal factor. Use the following scale in making the ratings. If you assign a rating of 1, 2, 3, or 4, write the number of the appraisal factor beside the performance element in which you observed the work behavior in the work on the reverse. A brief explanation is required for ratings of 1, 2, 3, or 4 observed only in performance elements rated "Met."

- |                               |                                    |                               |
|-------------------------------|------------------------------------|-------------------------------|
| LOW RANGE                     | CENTRAL RANGE                      | HIGH RANGE                    |
| 1. Far Below Fully Successful | 4. Slightly Below Fully Successful | 7. Above Fully Successful     |
| 2. Below Fully Successful     | 5. Fully Successful                | 8. Far Above Fully Successful |
|                               | 6. Slightly Above Fully Successful | 9. Outstanding                |

1. WORK EFFORT: Brings effort and shows initiative in starting, carrying out and completing tasks; spends time effectively performing work.
2. ADAPTABILITY TO WORK: Picks up new ideas and procedures quickly; is easy to instruct; can adapt to the demands of new situations; understands and carries out oral or written instructions.
3. PROBLEM SOLVING: Devises effective solutions to problems or identifies effective methods and procedures for accomplishing objectives.
4. WORKING RELATIONSHIPS: Sensitive to the behavior of fellow workers, supervisors, and subordinates; maintains effective working relationships with others.
5. COMMUNICATION: Communicates clearly and effectively, whether orally or in writing.
6. WORK PRODUCTIVITY: Performs during work time; completes his/her work projects, duties, and tasks in a timely manner.
7. SELF-SUFFICIENCY: Works independently with little need for additional supervision or help; follows through well; accomplishes all tasks required to complete a job on his/her own.
8. SKILL IN WORK: Performs job-associated tasks well, whether they require physical, technical, professional, supervisory, or managerial skills, is considered competent in the job.
9. WORK KNOWLEDGE: Understands work projects, plans or implements management procedures, directives, regulations, or technical information.

RATER Signature and Title

DATE

Rale R. Swayford 4-6265

18 Dec 92

Charles E. Dume

18 Dec 92

ENDORSE

DATE

APPROVED

DATE

% of Salary	
A	
W	C00 C00
A	C10 C10
R	C20 C20
D	C30 C30
D	C40 C40
A	C50 C50
T	C60 C60
A	C70 C70
	C80 C80
	C90 C90

☐ QSI ☐ OTHER

## EVALUATION AND SUBSTANTIATION OF RATING

PE  
NO.

Performance elements rated as "Did Not Meet" or "Exceeded" must be substantiated by a brief narrative statement.

CRITICAL	NONCRITICAL	EVALUATION		APPRaisal FACTORS
		DID NOT MEET	EXCEEDED	
				WORK BEHAVIORS OBSERVED

1E	Displayed exceptional ability and performance in quickly learning the division distribution system and mastering the preparation of a wide variety of written correspondence. Easily exceeded minimum criteria with less than 5 errors per quarter.	X		X	1,2,4,6,7 8,9
2E	Meticulously maintained division office files and publications well within required standards. No errors observed.	X		X	1,2,4,6,7, 8,9
3E	Distributes mail expeditiously without error.		X	X	1,4,6,7
4E	Excellent job in maintaining visibility of suspended items. Reminded personnel to ensure suspenses were followed. No overdue suspenses.	X		X	3,4,5,9
5E	Administration tasks all performed exceptionally.		X	X	1,2,6,7
6E	Achieved outstanding results and accomplished all duties within minimum established standards. No errors observed.	X		X	1,2,4,6,7, 8,9
7E	Security. No deviations or incidents.		X	X	1,2,4,6,7

COMMENTS BY ENDORSER

DO NOT WRITE

IN THIS AREA

EMPLOYEE SIGNATURE (Receipt acknowledged; signature does not indicate agreement or disagreement)

DATE

*Michelle Hest*

12-22-92



CIVILIAN PERFORMANCE AND PROMOTION APPRAISAL  
PERFORMANCE RATING

FROM: 5 Dec 92

TO: 30 Jun 93

EMPLOYEE (Last Name, First, Middle Initial)

HOLT, MICHELLE M.

PAY PLAN

GS

SERIES

326

GRADE

04

STEP

03

SALARY

\$17,485

(PA)

SOCIAL SECURITY NUMBER

ORGANIZATION/OFFICE SYMBOL

1912th Computer Systems Group  
Langley AFB VA

EFFECTIVE DATE

DAY

MONTH

YEAR

0

1

Sep

9

3

2 2 8 1 3 7 7 2 9

1 1 1 1 1 1 1 1 1

2 2 2 2 2 2 2 2 2

3 3 3 3 3 3 3 3 3

4 4 4 4 4 4 4 4 4

5 5 5 5 5 5 5 5 5

6 6 6 6 6 6 6 6 6

7 7 7 7 7 7 7 7 7

8 8 8 8 8 8 8 8 8

9 9 9 9 9 9 9 9 9

USE A NO. 2  
PENCIL TO  
FILL IN THE  
BLOCKS.

TYPE OF RATING

☐

INITIAL

☐

ANNUAL

☐

OTHER

☐

INFORMATIONAL

JAN

FEB

MAR

APR

MAY

JUN

JUL

AUG

SEP

OCT

NOV

DEC

OVERALL PERFORMANCE RATING (Derived from the ratings of the performance elements on page 2.)

☐ SUPERIOR: Employee exceeds all of the elements of the performance plan.☐ EXCELLENT: Employee exceeds more than one-half of the critical elements and meets all other elements.☐ FULLY SUCCESSFUL: Employee meets the requirements of all of the elements of the performance plan.☐ MINIMALLY ACCEPTABLE: Employee does not meet the requirements of one or more noncritical elements of the performance plan, but meets the requirements for all critical elements.☐ UNACCEPTABLE: Employee does not meet the requirements of one or more critical elements of the performance plan.

APPRAISAL FACTORS - MANNER OF PERFORMANCE (Do not complete if employee is a GS/GM-15 or higher.)

Appraisal factors listed below represent work behaviors that can be observed in the context of the employee's current position as reflected in the Performance Plan (AF Form 860). Based on your observations of the employee's performance, rate EVERY appraisal factor. Use the following scale in making the ratings. If you assign a rating of 1, 2, 8, or 9, write the number of the appraisal factor beside the performance element in which you observed the work behavior in the space on the reverse. A brief substantiation is required for ratings of 1, 2, 8, or 9 observed only in performance elements rated "Met."

## LOW RANGE

1. Very Poor
2. Far Below Fully Successful
3. Below Fully Successful

## CENTRAL RANGE

4. Slightly Below Fully Successful
5. Fully Successful
6. Slightly Above Fully Successful

## HIGH RANGE

7. Above Fully Successful
8. Far Above Fully Successful
9. Outstanding

## 1. WORK EFFORT:

Exerts effort and shows initiative in starting, carrying out and completing tasks; spends time effectively performing work.

## 2. ADAPTABILITY TO WORK:

Picks up new ideas and procedures quickly; is easy to instruct; can adapt to the demands of new situations; understands and carries out oral or written instructions.

## 3. PROBLEM SOLVING:

Devises effective solutions to problems or identifies effective methods and procedures for accomplishing objectives.

## 4. WORKING RELATIONSHIPS:

Sensitive to the behavior of fellow workers, supervisors, and subordinates; maintains effective working relationships with others.

## 5. COMMUNICATION:

Communicates clearly and effectively, whether orally or in writing.

## 6. WORK PRODUCTIVITY:

Productive during work time; completes his/her work projects, duties, and tasks in a timely manner.

## 7. SELF-SUFFICIENCY:

Works independently with little need for additional supervision or help; follows through well; accomplishes all tasks required to complete a job on his/her own.

## 8. SKILL IN WORK:

Performs job-associated tasks well, whether they require physical, technical, professional, supervisory, or managerial skills, is considered very skillful on the job.

## 9. WORK MANAGEMENT:

Effectively plans and organizes work; properly follows or implements management procedures, directives, regulations, or technical orders; ability to direct or evaluate or substitute for absent supervisor.

RATER (Supervisor's signature and duty phone) (Performance Plan used for this rating is current and certified)

DATE

1 July 93

REVIEWER (Supervisor's signature)

DATE

1 Jul 93

ENDORSE (Officer's signature)

DATE

AWARD APPROVING OFFICIAL (Signature)

APPROVED  
AWARD

DATE

10 Aug 93

		% of Salary	
A	3	1	2
1	2	3	4
A	1	2	3
R	2	3	4
D	3	4	5
D	4	5	6
A	5	6	7
T	6	7	8
A	7	8	9
	8	9	10
		CSI OTHER	

CIVILIAN PERFORMANCE AND PROMOTION APPRAISAL  
PERFORMANCE RATING

APPRAISAL PERIOD

FROM: 930701

TO: 940630

EMPLOYEE (Last Name, First, Middle Initial)

HOLT MICHELLE M

PAY PLAN

GS

SERIES

0326

GRADE

04

STEP

04

SALARY

\$18,031.00

(PA)

SOCIAL SECURITY NUMBER

2 2 8 1 3 7 7 2 9

ORGANIZATION/OFFICE SYMBOL

1912 CS GP DET 0000/RCR  
LANGLEY AFB VIR

EFFECTIVE DATE

DAY MONTH YEAR  
0 1 SEP 9 4

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9

USE A NO. 2  
PENCIL TO  
FILL IN THE  
BLOCKS.

TYPE OF RATING

☐ INITIAL  
☒ ANNUAL  
☐ OTHER  
☐ INFORMATIONAL

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9

OVERALL PERFORMANCE RATING (Derived from the ratings of the performance elements on page 2.)

- ☒ SUPERIOR: Employee exceeds all of the elements of the performance plan.  
☐ EXCELLENT: Employee exceeds more than one-half of the critical elements and meets all other elements.  
☐ FULLY SUCCESSFUL: Employee meets the requirements of all of the elements of the performance plan.  
☐ MINIMALLY ACCEPTABLE: Employee does not meet the requirements of one or more noncritical elements of the performance plan, but meets the requirements for all critical elements.  
☐ UNACCEPTABLE: Employee does not meet the requirements of one or more critical elements of the performance plan.

## APPRAISAL FACTORS - MANNER OF PERFORMANCE (Do not complete if employee is a GS/GM-15 or higher.)

Appraisal factors listed below represent work behaviors that can be observed in the context of the employee's current position as reflected in the Performance Plan (AF Form 860). Based on your observations of the employee's performance, rate EVERY appraisal factor. Use the following scale in making the ratings. If you assign a rating of 1, 2, 8, or 9, write the number of the appraisal factor beside the performance element in which you observed the work behavior in the space on the reverse. A brief substantiation is required for ratings of 1, 2, 8, or 9 observed only in performance elements rated "Met."

## LOW RANGE

1. Very Poor  
 2. Far Below Fully Successful  
 3. Below Fully Successful

## CENTRAL RANGE

4. Slightly Below Fully Successful  
 5. Fully Successful  
 6. Slightly Above Fully Successful

## HIGH RANGE

7. Above Fully Successful  
 8. Far Above Fully Successful  
 9. Outstanding

## 1. WORK EFFORT:

Exerts effort and shows initiative in starting, carrying out and completing tasks; spends time effectively performing work.

c1 c2 c3 c4 c5 c6 c7 c8 c9

## 2. ADAPTABILITY TO WORK:

Picks up new ideas and procedures quickly; is easy to instruct; can adapt to the demands of new situations; understands and carries out oral or written instructions.

c1 c2 c3 c4 c5 c6 c7 c8 c9

## 3. PROBLEM SOLVING:

Devises effective solutions to problems or identifies effective methods and procedures for accomplishing objectives.

c1 c2 c3 c4 c5 c6 c7 c8 c9

## 4. WORKING RELATIONSHIPS:

Sensitive to the behavior of fellow workers, supervisors, and subordinates; maintains effective working relationships with others.

c1 c2 c3 c4 c5 c6 c7 c8 c9

## 5. COMMUNICATION:

Communicates clearly and effectively, whether orally or in writing.

c1 c2 c3 c4 c5 c6 c7 c8 c9

## 6. WORK PRODUCTIVITY:

Productive during work time; completes his/her work projects, duties, and tasks in a timely manner.

c1 c2 c3 c4 c5 c6 c7 c8 c9

## 7. SELF-SUFFICIENCY:

Works independently with little need for additional supervision or help; follows through well; accomplishes all tasks required to complete a job on his/her own.

c1 c2 c3 c4 c5 c6 c7 c8 c9

## 8. SKILL IN WORK:

Performs job-associated tasks well, whether they require physical, technical, professional, supervisory, or managerial skills, is considered very skillful on the job.

c1 c2 c3 c4 c5 c6 c7 c8 c9

## 9. WORK MANAGEMENT:

Effectively plans and organizes work; properly follows or implements management procedures, directives, regulations, or technical orders; ability to direct or evaluate or substitute for absent supervisor.

c1 c2 c3 c4 c5 c6 c7 c8 c9

RATER (Supervisor's signature and duty phone) (Performance Plan used for this rating is current and certified.)

DATE

12 JUL 1994

REVIEWER (Signature)

DATE

12 JUL 1994

ENDORSE (Optional signature)

DATE

AWARD APPROVING OFFICIAL (Signature)

APPROVED  
AWARD

DATE

08 AUG 1994

% of Salary

A 4.00  
 W c0 c1 c2  
 A c1 c2 c3  
 R c2 c3 c4  
 D c3 c4 c5  
 D c5 c6 c7  
 A c6 c7 c8  
 T c7 c8 c9  
 A c8 c9  
 c9 c9

QSI OTHER



CIVILIAN PERFORMANCE AND PROMOTION APPRAISAL  
PERFORMANCE RATING

APPRAISAL PERIOD

FROM: 940701

TO: 950630

EMPLOYEE (Last Name, First, Middle Initial) <b>HOLT MICHELLE M</b>		PAY PLAN <b>GS</b>	SERIES <b>0326</b>	GRADE <b>04</b>	STEP <b>04</b>	SALARY <b>\$18,392.00 (PA)</b>	
SOCIAL SECURITY NUMBER <b>2 2 8 1 3 7 7 2 9</b>		ORGANIZATION/OFFICE SYMBOL <b>0000 QCS SQ DET 0000/RC LANGLEY AFB VIR</b>				EFFECTIVE DATE DAY MONTH YEAR <b>0 1 SEP 9 5</b>	
USE A NO. 2 PENCIL TO FILL IN THE BLOCKS.		TYPE OF RATING <input type="radio"/> INITIAL <input checked="" type="radio"/> ANNUAL <input type="radio"/> OTHER <input type="radio"/> INFORMATIONAL		MONTHS OF SERVICE JAN 95 <input type="radio"/> FEB 95 <input type="radio"/> MAR 95 <input type="radio"/> APR 95 <input type="radio"/> MAY 95 <input type="radio"/> JUN 95 <input type="radio"/> JUL 95 <input type="radio"/> AUG 95 <input type="radio"/> SEP 95 <input type="radio"/> OCT 95 <input type="radio"/> NOV 95 <input type="radio"/> DEC 95			

OVERALL PERFORMANCE RATING (Derived from the ratings of the performance elements on page 2.)

- ☒ SUPERIOR: Employee exceeds all of the elements of the performance plan.
- ☐ EXCELLENT: Employee exceeds more than one-half of the critical elements and meets all other elements.
- ☐ FULLY SUCCESSFUL: Employee meets the requirements of all of the elements of the performance plan.
- ☐ MINIMALLY ACCEPTABLE: Employee does not meet the requirements of one or more noncritical elements of the performance plan, but meets the requirements for all critical elements.
- ☐ UNACCEPTABLE: Employee does not meet the requirements of one or more critical elements of the performance plan.

## APPRAISAL FACTORS - MANNER OF PERFORMANCE (Do not complete if employee is a GS/GM-15 or higher.)

Appraisal factors listed below represent work behaviors that can be observed in the context of the employee's current position as reflected in the Performance Plan (AF Form 850). Based on your observations of the employee's performance, rate EVERY appraisal factor. Use the following scale in making the ratings. If you assign a rating of 1, 2, 8, or 9, write the number of the appraisal factor beside the performance element in which you observed the work behavior in the space on the reverse. A brief substantiation is required for ratings of 1, 2, 8, or 9 observed only in performance elements rated "Met."

## LOW RANGE

1. Very Poor
2. Far Below Fully Successful
3. Below Fully Successful

## CENTRAL RANGE

4. Slightly Below Fully Successful
5. Fully Successful
6. Slightly Above Fully Successful

## HIGH RANGE

7. Above Fully Successful
8. Far Above Fully Successful
9. Outstanding

1. WORK EFFORT: Exerts effort and shows initiative in starting, carrying out and completing tasks; spends time effectively performing work.
2. ADAPTABILITY TO WORK: Picks up new ideas and procedures quickly; is easy to instruct; can adapt to the demands of new situations; understands and carries out oral or written instructions.
3. PROBLEM SOLVING: Devises effective solutions to problems or identifies effective methods and procedures for accomplishing objectives.
4. WORKING RELATIONSHIPS: Sensitive to the behavior of fellow workers, supervisors, and subordinates; maintains effective working relationships with others.
5. COMMUNICATION: Communicates clearly and effectively, whether orally or in writing.
6. WORK PRODUCTIVITY: Productive during work time; completes his/her work projects, duties, and tasks in a timely manner.
7. SELF-SUFFICIENCY: Works independently with little need for additional supervision or help; follows through well; accomplishes all tasks required to complete a job on his/her own.
8. SKILL IN WORK: Performs job-associated tasks well, whether they require physical, technical, professional, supervisory, or managerial skills, is considered very skillful on the job.
9. WORK MANAGEMENT: Effectively plans and organizes work; properly follows or implements management procedures, directives, regulations, or technical orders; ability to direct or evaluate or substitute for absent supervisor.

RATER (Supervisor's signature and duty phone) (Performance Plan used for this rating is current and certified.) 		DATE <b>20 July 95</b>	% of Salary <b>4.20</b> A <input type="radio"/> W <input type="radio"/> A <input type="radio"/> R <input type="radio"/> D <input type="radio"/> D <input type="radio"/> A <input type="radio"/> T <input type="radio"/> A <input type="radio"/> QSI <input type="radio"/> OTHER <input type="radio"/>
REVIEWER (Signature) 		DATE <b>31 JUL 95</b>	
ENDORSE (Optional, signature)		DATE	
AWARD APPROVING OFFICIAL (Signature) 		APPROVED AWARD <b>40%</b>	
		DATE <b>4 AUG 1995</b>	

AF FORM 860A, MAR 89





DEPARTMENT OF THE AIR FORCE

ACC COMPUTER SYSTEMS SQUADRON (ACC)  
LANGLEY AIR FORCE BASE, VIRGINIA

MEMORANDUM FOR 1 MSS/DPC

15 APR 1997


FROM: ACC CSS/SCF


SUBJECT: Re-certification of Annual Performance Rating

I authorize re-certification of the current annual performance rating and promotion appraisal factor scores for the following employee for the appraisal cycle ending 31 March 97.

Michelle M. Holt

228-13-7729

  
KENDRA J. HARGETT, SSgt, USAF  
NCOIC, Information Manager  
(764-6665)

  
TIMOTHY J. MCCARTHY, Lt Col, USAF  
Flt Cdr, Combat Software Maintenance  
(764-6665)

Award Recommendation QSI

  
CHARLES J. WHITECHURCH, Col, USAF  
Deputy Director, Communications and Information  
(764-3218)

I have been informed of this decision and acknowledge receipt of a copy of this letter.

  
Employee's signature

12 May 97  
Date



## CIVILIAN PERFORMANCE AND PROMOTION APPRAISAL PERFORMANCE RATING

A	TYPE OF RATING (Enter one of the following codes I - Initial    A - Annual    O - Other    X - Informational)				APPRAISAL PERIOD (YY/MM/DD)	
					FROM: 00/04/01	TO: 01/03/31
EMPLOYEE (Last Name, First, Middle Initial) HOLT, MICHELLE M.				SSN 228137729	SALARY \$ 24875	
PAY PLAN GS	SERIES 0326	GRADE 05	STEP 05	ORGAN CG	OFFICE SYMBOL CC	EFFECTIVE DATE 01/06/01

## OVERALL PERFORMANCE RATING

INSTRUCTIONS: Overall Performance Rating is derived from the ratings of the performance elements on page 2.

OVERALL PERFORMANCE RATING  S	S - SUPERIOR: Employee exceeds all of the elements of the performance plan.
	E - EXCELLENT: Employee exceeds more than one-half of the critical elements and meets all other elements.
	F - FULLY SUCCESSFUL: Employee meets the requirements of all of the elements of the performance plan.
	M - MINIMALLY ACCEPTABLE: Employee does not meet the requirements of one or more noncritical elements of the performance plan, but meets the requirements for all critical elements.
	U - UNACCEPTABLE: Employee does not meet the requirements of one or more critical elements of the performance plan.

## APPRAISAL FACTORS - MANNER OF PERFORMANCE (Do not complete if employee is a GS/GM-15 or higher.)

Appraisal factors listed below represent work behaviors that can be observed in the context of the employee's current position as reflected in the Performance Plan (AF Form 860). Based on your observations of the employee's performance, rate EVERY appraisal factor. Use the following scale in making the ratings.

## LOW RANGE

1. Very Poor
2. Far Below Fully Successful
3. Below Fully Successful

## CENTRAL RANGE

4. Slightly Below Fully Successful
5. Fully Successful
6. Slightly Above Fully Successful

## HIGH RANGE

7. Above Fully Successful
8. Far Above Fully Successful
9. Outstanding

9	1. WORK EFFORT:	Exerts effort and shows initiative in starting, carrying out and completing tasks; spends time effectively performing work.
9	2. ADAPTABILITY TO WORK:	Picks up new ideas and procedures quickly; is easy to instruct; can adapt to the demands of new situations; understands and carries out oral or written instructions
9	3. PROBLEM SOLVING:	Devises effective solutions to problems or identifies effective methods and procedures for accomplishing objectives.
9	4. WORKING RELATIONSHIPS:	Sensitive to the behavior of fellow workers, supervisors, and subordinates; maintains effective working relationships with others.
9	5. COMMUNICATION:	Communicates clearly and effectively, whether orally or in writing.
9	6. WORK PRODUCTIVITY	Productive during work time; completes his/her work projects, duties, and tasks in a timely manner.
9	7. SELF-SUFFICIENCY:	Works independently with little need for additional supervision or help; follows through well; accomplishes all tasks required to complete a job on his/her own.
9	8. SKILL IN WORK:	Performs job-associated tasks well, whether they require physical, technical, professional, supervisory, or managerial skills, is considered very skillful on the job.
9	9. WORK MANAGEMENT:	Effectively plans and organizes work; properly follows or implements management procedures, directives, regulations, or technical orders; ability to direct or evaluate or substitute for absent supervisor.

## PERFORMANCE AWARD NOMINATION

AWARD (Enter "P" - Performance or "Q" - QSI)	AWARD PERCENTAGE (Enter as percentage, e.g., 1.5)	OTHER AWARD
P	49%	
RATER (Supervisor's signature and duty phone) (Performance Plan used for this rating is current and certified.) CHARLES E. BAUMAN, GM-14, DAF 764-6637		DATE (YY/MM/DD) 01/04/17
REVIEWER (Signature) THOMAS J. INSKEEP, COL, USAF		DATE (YY/MM/DD) 2001/04/10/17
ENDORSER (Optional, signature)		DATE (YY/MM/DD)
AWARD APPROVING OFFICIAL (Signature)		APPROVED AWARD 49%
		DATE (YY/MM/DD) 19 APR 2001



**CIVILIAN RATING OF RECORD**

(Please read Privacy Act Statement on reverse before completing this form.)

EMPLOYEE (Last Name, First, Middle Initial) <b>HOLT, MICHELLE M.</b>	SSN <b>228-13-7729</b>	ORGANIZATION <b>CG/CC</b>	PAY PLAN <b>GS</b>	SERIES <b>0326</b>	GRADE/STEP <b>5/5</b>	SALARY W/O LOCALITY PAY <b>25,769</b>
APPRAISAL PERIOD FROM:	<b>20010401</b>	TO:	<b>20020331</b>	EFFECTIVE DATE:	<b>20020601</b>	

- Part A normally contains one to seven critical elements.

- Rate the critical element(s) in Part A by placing an "X" in the appropriate block(s). The overall performance rating is derived from the ratings of the critical elements. A rating of "Does not meet" on any critical element results in a determination that overall performance is unacceptable. An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. Contact the Civilian Personnel Flight for assistance.

- Complete Part B, "Impact on Mission Accomplishment" for GS-14s and GS-15s (bullet format, limited to 9 lines). Optional to complete for others.

- Complete Part C, "Award Justification" for those being recommended for an award (bullet format, limited to 9 lines).

**PART A. Position Requirements.** (Was the employee's performance Unacceptable or Acceptable on the Performance Plan's critical elements?)

	DOES NOT MEET	MEETS		DOES NOT MEET	MEETS
ELEMENT 1		X	ELEMENT 8		X
ELEMENT 2		X	ELEMENT 9		
ELEMENT 3		X	ELEMENT 10		
ELEMENT 4		X	ELEMENT 11		
ELEMENT 5		X	ELEMENT 12		
ELEMENT 6		X	ELEMENT 13		
ELEMENT 7		X	ELEMENT 14		

OVERALL PERFORMANCE RATING **R** - ACCEPTABLE: Rated "Meets Standards" on all critical elements.**N** - UNACCEPTABLE: Rated "Does Not Meet Standards" on one or more critical elements.**PART B. Impact on Mission Accomplishment.** (Mandatory completion required for GS-14s/15s.)**PART C. Award Justification.** (Part B may serve as Part C award justification.)

- Ms Holt has shown extraordinary dedication and ability to meet the high-demanding challenges of the ACC Comm Gp, providing administrative support and guidance to administrative personnel for 700 people at 3 sqs

-- Single-handedly supported the Group when the commander's secretary was out for surgery, then reassigned to the headquarters, leaving the position unfilled for several months until the Civilian Personnel Flight could hire a replacement. Ms Holt performed superbly and assumed processing of 238 military performance reports, 189 military decorations, and 158 civilian appraisals for the ACC Comm Gp and the HQ ACC/SC staff.

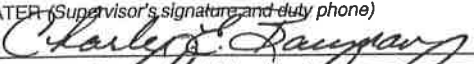
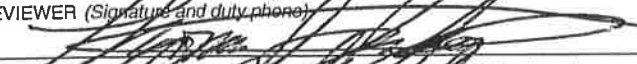


-- Maintained suspense system for tracking unit personnel actions and taskings to ensure all were completed in a timely manner--she knows exactly where the unit stands on all personnel actions, giving commanders the information they need at a moment's notice--the first in the unit to use the AF's modernized Civ Pers System

**PART D. Performance Award.**

AWARD (Enter "P"-Performance or "Q"-QSI) <b>Q</b>	AWARD PERCENTAGE OR AMOUNT (If P (cash), enter as a percentage, e.g., 1.5, or a dollar amount)	OTHER AWARD (For time-off awards, state number of hours)
--	--	--

Certification for Time-Off Award (as applicable): I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule the time-off award in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. Note: Ensure the number of time-off award hours previously awarded to this employee this leave year plus this award does not exceed 80 hours.

**PART E. Certification.** (Certify by having rater, reviewer, award approving official (if required), and employee sign and date this form.)

RATER (Supervisor's signature and duty phone) 	<b>4-6637</b>	DATE (YYYYMMDD) <b>20020409</b>
REVIEWER (Signature and duty phone) 	<b>4-6641</b>	DATE (YYYYMMDD) <b>20020410</b>
AWARD APPROVING OFFICIAL (If required, signature and duty phone) 		DATE (YYYYMMDD) <b>20020411</b>
EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.) 		DATE (YYYYMMDD) <b>20020412</b>



**DEPARTMENT OF THE AIR FORCE  
ACC COMMUNICATIONS GROUP (ACC)  
LANGLEY AIR FORCE BASE, VIRGINIA**

MEMORANDUM FOR RECORD

9 Apr 03

FROM: ACC Comm Gp/CD

SUBJECT: Re-certification of Annual Performance Rating

I authorize re-certification of the 2002 annual performance rating and appraisal factor scores for the following employee for the appraisal cycle ending 31 Mar 03.

**Michelle M. Holt****228-13-7729**

EMPLOYEE'S NAME

SSAN

RATING OFFICIAL'S SIGNATURE, Date  
CHARLES E. BAUMAN, GM-14, DAF  
Senior Director

11 APR 03  
REVIEWING OFFICIAL'S SIGNATURE, Date  
PORTER B. CLAPP, JR., COL, USAF  
Commander

**AWARD JUSTIFICATION**

- Ms Holt has continued to demonstrate a superb expertise in leading the administrative functions for this group with 3 squadrons and 750 military and civilians, including processing 133 military performance reports, 118 decorations, 115 civilian appraisals, and 2990 civilian timecards
- When the commander's secretary was detailed to the ACC Comm Gp Security Office for 8 months of this rating period and attempts to provide temporary replacements, both military and civilian, failed, Ms Holt pressed on with dedication and hard work, and professionally carried the extra load
- As the primary Air Force Modernized Civilian Personnel Systems expert in the unit, she processed every civilian personnel action, including deleting all civilian positions in the 212 position A-76 Cost Comparison Study and the 84 new position added by the new Most Efficient Organization

PA

1185

Award Type  
(PA, TOA)Award Amount  
(Whole dollars  
only) 4%TOA  
hours

11 Apr 03  
AWARD APPROVING OFFICIAL'S  
SIGNATURE, Date  
PORTER B. CLAPP, JR., COL, USAF  
Commander

I have been informed of this decision and acknowledge receipt of a copy of this letter.

14 APR 03  
EMPLOYEE'S SIGNATURE

14 APR 03  
Date



**CIVILIAN RATING OF RECORD**

(Please read Privacy Act Statement on reverse before completing this form.)

EMPLOYEE (Last Name, First, Middle Initial) Holt, Michelle M.	SSN 228-13-7729	ORGANIZATION ACC CG/CC	PAY PLAN GS	SERIES 318	GRADE/STEP 6/5	SALARY W/O LOCALITY PAY \$30,416
APPRAISAL PERIOD	FROM 20030401	TO: 20040331	EFFECTIVE DATE: 20040601			

- Part A normally contains one to seven critical elements.

- Rate the critical element(s) in Part A by placing an "X" in the appropriate block(s). The overall performance rating is derived from the ratings of the critical elements. A rating of "Does not meet" on any critical element results in a determination that overall performance is unacceptable. An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. Contact the Civilian Personnel Flight for assistance.

- Complete Part B, "Impact on Mission Accomplishment" for GS-14s and GS-15s (bullet format, limited to 9 lines). Optional to complete for others.

- Complete Part C, "Award Justification" for those being recommended for an award (bullet format, limited to 9 lines).

**PART A. Position Requirements.** (Was the employee's performance Unacceptable or Acceptable on the Performance Plan's critical elements?)

	DOES NOT MEET		MEETS			DOES NOT MEET		MEETS	
ELEMENT 1			X		ELEMENT 8				
ELEMENT 2			X		ELEMENT 9				
ELEMENT 3			X		ELEMENT 10				
ELEMENT 4			X		ELEMENT 11				
ELEMENT 5			X		ELEMENT 12				
ELEMENT 6					ELEMENT 13				
ELEMENT 7					ELEMENT 14				

OVERALL PERFORMANCE RATING **R** - ACCEPTABLE: Rated "Meets Standards" on all critical elements.**N** - UNACCEPTABLE: Rated "Does Not Meet Standards" on one or more critical elements**PART B. Impact on Mission Accomplishment.** (Mandatory completion required for GS-14s/15s.)**PART C. Award Justification.** (Part B may serve as Part C award justification.)

- Ms Holt has performed superbly, single-handedly carrying a heavy workload previously accomplished by two professionals, enabling the commander to restructure a civilian office automation position into a desperately needed group facilities manager
- A dedicated, hard-working employee, extremely loyal to the organization, Ms Holt has provided personalized secretarial support to the entire 10-person Group staff, especially ensuring the administrative needs of the Group Commander are the highest priority
- Independently managing the command section office, Ms Holt has expertly tracked and processed every military and civilian performance report, every decoration, and every award for three squadrons, including a geographically separated unit, 4 OLs and 1 postal detachment in a group of over 700 military, civilians, and contractors--aggressively working to ensure timeliness & accuracy
- Ms Holt validates and processes timecards for 138 Langley civilians every 2 weeks--praised by the Base Civilian Payroll Office
- In tune with the pulse of the unit, she keeps the Commander, the Deputy, the Superintendent, and Technical Director up on issues

**PART D. Performance Award.**

AWARD (Enter "P" - Performance or "Q" - QSI) <b>Q</b>	AWARD PERCENTAGE OR AMOUNT (If P (cash), enter as a percentage, e.g., 1.5, or a dollar amount)	OTHER AWARD (For time-off awards, state number of hours)
--	--	--

Certification for Time-Off Award (as applicable): I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule the time-off award in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. Note: Ensure the number of time-off award hours previously awarded to this employee this leave year plus this award does not exceed 80 hours.

**PART E. Certification.** (Certify by having rater, reviewer, award approving official (if required), and employee sign and date this form.)

RATER (Supervisor's signature and duty phone) Charles E. Bauman, GM-14, DAF, 574-6637	DATE (YYYYMMDD) 20040408
REVIEWER (Signature and duty phone) Porter B. Clapp, Jr., Col, USAF, 574-6641	DATE (YYYYMMDD) 20040423
AWARD APPROVING OFFICIAL (If required, signature and duty phone) Porter B. Clapp, Jr., Col, USAF, 574-6641	DATE (YYYYMMDD) 20040423
EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.) Michelle Holt	DATE (YYYYMMDD) 20040426

**CIVILIAN RATING OF RECORD**

(Please read Privacy Act Statement on reverse before completing this form.)

EMPLOYEE (Last Name, First, Middle Initial) Holt, Michelle M.	SSN 228-13-7729	ORGANIZATION ACC CG/CC	PAY PLAN GS	SERIES 318	GRADE/STEP 7/5	SALARY W/O LOCALITY PAY \$34,643
APPRAISAL PERIOD	FROM 20040401	TO: 20050331	EFFECTIVE DATE: 20050601			

- Part A normally contains one to seven critical elements.

- Rate the critical element(s) in Part A by placing an "X" in the appropriate block(s). The overall performance rating is derived from the ratings of the critical elements. A rating of "Does not meet" on any critical element results in a determination that overall performance is unacceptable. An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. Contact the Civilian Personnel Flight for assistance.

- Complete Part B, "Impact on Mission Accomplishment" for GS-14s and GS-15s (bullet format, limited to 9 lines). Optional to complete for others.

- Complete Part C, "Award Justification" for those being recommended for an award (bullet format, limited to 9 lines).

**PART A. Position Requirements.** (Was the employee's performance Unacceptable or Acceptable on the Performance Plan's critical elements?)

	DOES NOT MEET			MEETS				DOES NOT MEET			MEETS		
ELEMENT 1				X			ELEMENT 8						
ELEMENT 2				X			ELEMENT 9						
ELEMENT 3				X			ELEMENT 10						
ELEMENT 4				X			ELEMENT 11						
ELEMENT 5				X			ELEMENT 12						
ELEMENT 6				X			ELEMENT 13						
ELEMENT 7							ELEMENT 14						

OVERALL PERFORMANCE RATING **R** **R** - ACCEPTABLE: Rated "Meets Standards" on all critical elements.**N** - UNACCEPTABLE: Rated "Does Not Meet Standards" on one or more critical elements**PART B. Impact on Mission Accomplishment.** (Mandatory completion required for GS-14s/15s.)**PART C. Award Justification.** (Part B may serve as Part C award justification.)

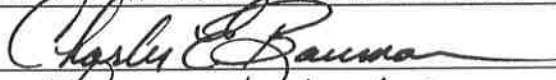
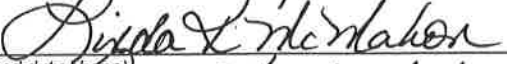

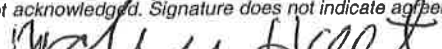
Ms Holt has demonstrated a strong sense of dedication, loyalty, and hard work in managing the office functions of the Group. Her workload, which she handles superbly by herself, is tremendous--previously accomplished by two people. Just the past year, she processed over 3650 time cards without error, as well as 158 military awards and decorations and 198 Officer and Enlisted Performance Reports. Because of her attention to detail, a large number of errors are fixed without senior leaders ever seeing. She processes Requests for Personnel Action for all Civilian personnel actions in the Group, over 250 this rating period. Due to her expertise, she has also been selected to back up the GS-15 in processing ACC/SC personnel actions--an unprecedented vote of confidence. She is well respected at the Higher Headquarters and is often consulted for administrative advice and assistance. As the senior administrator in the group, she not only supports the Group Commander, she also provides outstanding advice and assistance to the 3 Squadron Commanders and their administrative staffs, supporting over 700 personnel at Langley and Hill AFBs.

**PART D. Performance Award.**

AWARD (Enter "P" - Performance or "Q" - QSI) <b>P</b>	AWARD PERCENTAGE OR AMOUNT (If P (cash), enter as a percentage, e.g., 1.5, or a dollar amount) <b>1300.00</b>	OTHER AWARD (For time-off awards, state number of hours)
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Certification for Time-Off Award (as applicable): I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule the time-off award in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. Note: Ensure the number of time-off award hours previously awarded to this employee this leave year plus this award does not exceed 80 hours.

**PART E. Certification.** (Certify by having rater, reviewer, award approving official (if required), and employee sign and date this form.)

RATER (Supervisor's signature and duty phone) Charles E. Bauman, GS-14, DAF, 574-6637		DATE (YYYYMMDD) 20050408
REVIEWER (Signature and duty phone) Linda K. McMahon, Col, USAF, 574-6641		DATE (YYYYMMDD) 2005 04 19
AWARD APPROVING OFFICIAL (If required, signature and duty phone) Linda K. McMahon, Col, USAF, 574-6641		DATE (YYYYMMDD) 2005 04 19
EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.) 		DATE (YYYYMMDD) 2005 04 20

**CIVILIAN RATING OF RECORD**

(Please read Privacy Act Statement on reverse before completing this form.)

EMPLOYEE (Last Name, First, Middle Initial)	SSN	ORGANIZATION	PAY PLAN	SERIES	GRADE/STEP	TOTAL BASE, LOCALITY AND OTHER SUPPLEMENTAL PAY
Holt, Michelle M.	7729	CSS/CC	GS	0318	07/08	\$47,844
APPRAISAL PERIOD	FROM: 20110401	TO: 20120331	EFFECTIVE DATE: 20120601			

- Part A normally contains one to seven critical elements.

- Rate the critical element(s) in Part A by placing an "X" in the appropriate block(s). The overall performance rating is derived from the ratings of the critical elements. A rating of "Does not meet" on any critical element results in a determination that overall performance is unacceptable. An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. Contact the Civilian Personnel Flight for assistance.

- Complete Part B, "Impact on Mission Accomplishment" for GS-14s and GS-15s (bullet format, limited to 9 lines). Optional to complete for others.

- Complete Part C, "Award Justification" for those being recommended for an award (bullet format, limited to 9 lines).

**PART A. Position Requirements.** (Was the employee's performance Unacceptable or Acceptable on the Performance Plan's critical elements?)

	DOES NOT MEET	MEETS		DOES NOT MEET	MEETS
ELEMENT 1		X	ELEMENT 8		
ELEMENT 2		X	ELEMENT 9		
ELEMENT 3		X	ELEMENT 10		
ELEMENT 4		X	ELEMENT 11		
ELEMENT 5		X	ELEMENT 12		
ELEMENT 6		X	ELEMENT 13		
ELEMENT 7			ELEMENT 14		

OVERALL PERFORMANCE RATING

**R****R - ACCEPTABLE:** Rated "Meets Standards" on all critical elements.**N - UNACCEPTABLE:** Rated "Does Not Meet Standards" on one or more critical elements**PART B. Impact on Mission Accomplishment.** (Mandatory completion required for GS-14s/15s.)

- Simply superb! Administrative support of 230+ personnel--coordinated all decorations and evals--sqdn CC and CD right hand!
- Implemented new online timekeeping system--became expert quickly, ID'd certifiers, collected user info, trained 120 users
- One-person timekeeping service desk--skillfully interacted with DFAS and DISA achieving 100% customer problem resolution
- Accurately tracked/edited hundreds of EPRs, OPRs, Decs, timecards, memos and letters--high quality and best on-time rate in A6
- Skillfully juggled thousands of front office appointments--put leadership and squadron members in the right place and on time
- Unit Gov Purchase Card Action Officer--adeptly executed budget--cleared \$50K+ in purchases--CSS soundly trained & equipped
- Expertly managed personnel action requests--processed 47 RPAs--dealt directly with local Civ Per office and AFPC classifiers
- Precisely maintained military, civilian, and contractor recall info--key to contact leaders and technicians for urgent missions
- Selfless volunteer! Mission of Mercy work gave free dental care to disadvantaged--AFCEA efforts raised money for scholarships

**PART C. Award Justification.** (Part B may serve as Part C award justification.)

See Part B

**PART D. Performance Award.**

AWARD (Enter "P" - Performance or "Q" - QSI)	AWARD PERCENTAGE OR AMOUNT (If P (cash), enter as a percentage, e.g., 1.5, or as a whole dollar amount)	OTHER AWARD (For Time-Off Awards, state number of hours) (Example: TOA (40 Hrs))
<b>P</b>	\$1,200	16 hrs

Certification for Time-Off Award (as applicable): I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule the time-off award in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. Note: Ensure the number of time-off award hours previously awarded to this employee this leave year plus this award does not exceed 80 hours.

**PART E. Certification.** (Certify by having rater, reviewer, award approving official (if required), and employee sign and date this form.)

RATER <i>Jessy J. Brook</i>	DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 20120420
REVIEWER <i>Randolph S. Wente</i>	DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 20120420
AWARD APPROVING OFFICIAL <i>Jessy J. Brook</i>	DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 20120420
EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.) <i>Nichelle Acet</i>		DATE (YYYYMMDD) 20120423



**CIVILIAN RATING OF RECORD**

(Please read Privacy Act Statement on reverse before completing this form.)

EMPLOYEE (Last Name, First, Middle Initial)	SSN	ORGANIZATION	PAY PLAN	SERIES	GRADE/STEP	TOTAL BASE, LOCALITY AND OTHER SUPPLEMENTAL PAY
Holt, Michelle M.	7729	CSS/CCS	GS	0318	07/08	\$47,844
APPRAISAL PERIOD	FROM: 20120401	TO: 20130331	EFFECTIVE DATE: 20130601			

- Part A normally contains one to seven critical elements.
- Rate the critical element(s) in Part A by placing an "X" in the appropriate block(s). The overall performance rating is derived from the ratings of the critical elements. A rating of "Does not meet" on any critical element results in a determination that overall performance is unacceptable. An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. Contact the Civilian Personnel Flight for assistance.
- Complete Part B, "Impact on Mission Accomplishment" for GS-14s and GS-15s (bullet format, limited to 9 lines). Optional to complete for others.
- Complete Part C, "Award Justification" for those being recommended for an award (bullet format, limited to 9 lines).

**PART A. Position Requirements.** (Was the employee's performance Unacceptable or Acceptable on the Performance Plan's critical elements?)

	DOES NOT MEET		MEETS			DOES NOT MEET		MEETS	
ELEMENT 1			X		ELEMENT 8				
ELEMENT 2			X		ELEMENT 9				
ELEMENT 3			X		ELEMENT 10				
ELEMENT 4			X		ELEMENT 11				
ELEMENT 5			X		ELEMENT 12				
ELEMENT 6			X		ELEMENT 13				
ELEMENT 7					ELEMENT 14				

OVERALL PERFORMANCE RATING **R** - ACCEPTABLE: Rated "Meets Standards" on all critical elements.**N** - UNACCEPTABLE: Rated "Does Not Meet Standards" on one or more critical elements**PART B. Impact on Mission Accomplishment.** (Mandatory completion required for GS-14s/15s.)

- Outstanding administrative support of 220 personnel; coordinated front office daily ops w/precision--invaluable Squadron asset
- Meticulously tracked & edited hundreds of EPRs, OPRs, Decs, memos & letters--always highest quality, best on-time rate in A6
- Spearheaded front office facility upgrade; sourced new furniture/executed under budget--boosted front office professional image
- Expertly managed unit's timekeeping program; liaised w/Civilian Personal Office & DFAS--maintained stellar 100% ontime rate
- Masterfully deconflicted & synchronized hundreds of appointments; maximized available time--ensured CC in right place & time
- Unit Gov Purchase Card Action Officer--adeptly executed budget--cleared \$50K+ in purchases--CSS soundly trained & equipped
- Expertly managed personnel action requests--processed 47 RPAs--dealt directly with local Civ Per office and AFPC classifiers
- Maintained Sq recall rosters; kept personal information up-to-date, accurate & secure--provided key contacts for urgent business
- Service oriented; volunteered at local animal shelter & supported numerous AFCEA functions--bolstered AF & community ties

**PART C. Award Justification.** (Part B may serve as Part C award justification.)

See Part B

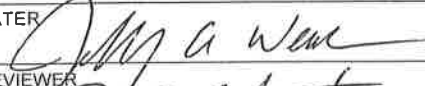

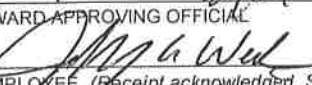
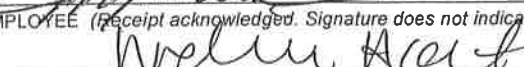
- My go-to for civilian matters; provided sage advice on multitude of issues--deftly handled any/all issues for over 100 personnel
- Force multiplier! Volunteered to take on numerous secondary/tertiary duties; refuses to let prgms fail--kept Sq mission on track
- Invaluable insight/experience; guided new CC thru labyrinth of staff processes--possesses intangible qualities key to Sq's success

**PART D. Performance Award.**

AWARD(Enter "P" - Performance or "Q" - QSI)	AWARD PERCENTAGE OR AMOUNT (If P (cash), enter as a percentage, e.g., 1.5, or as a whole dollar amount)	OTHER AWARD (For Time-Off Awards, state number of hours) (Example: TOA (40 Hrs))
		16 HRS

Certification for Time-Off Award (as applicable): I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule the time-off award in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. Note: Ensure the number of time-off award hours previously awarded to this employee this leave year plus this award does not exceed 80 hours.

**PART E. Certification.** (Certify by having rater, reviewer, award approving official (if required), and employee sign and date this form.)

RATER 	DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 20130913
REVIEWER 	DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 20130905
AWARD-APPROVING OFFICIAL 	DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 20130905
EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.) 		DATE (YYYYMMDD) 20130913

**CIVILIAN RATING OF RECORD**

(Please read Privacy Act Statement on reverse before completing this form.)

EMPLOYEE (Last Name, First, Middle Initial)	SSN	ORGANIZATION	PAY PLAN	SERIES	GRADE/STEP	TOTAL BASE, LOCAL, AND OTHER SUPPLEMENTAL PAY
Holt, Michelle M.	7729	CSS/CC	GS	0318	07/08	\$47,844
APPRAISAL PERIOD	FROM: 20130401	TO: 20140331	EFFECTIVE DATE: 20140601			

- Part A normally contains one to seven critical elements.

- Rate the critical element(s) in Part A by placing an "X" in the appropriate block(s). The overall performance rating is derived from the ratings of the critical elements. A rating of "Does not meet" on any critical element results in a determination that overall performance is unacceptable. An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. Contact the Civilian Personnel Flight for assistance.

- Complete Part B, "Impact on Mission Accomplishment" for GS-14s and GS-15s (bullet format, limited to 9 lines). Optional to complete for others.

- Complete Part C, "Award Justification" for those being recommended for an award (bullet format, limited to 9 lines).

**PART A. Position Requirements.** (Was the employee's performance Unacceptable or Acceptable on the Performance Plan's critical elements?)

	DOES NOT MEET	MEETS		DOES NOT MEET	MEETS
ELEMENT 1		X	ELEMENT 8		
ELEMENT 2		X	ELEMENT 9		
ELEMENT 3		X	ELEMENT 10		
ELEMENT 4		X	ELEMENT 11		
ELEMENT 5		X	ELEMENT 12		
ELEMENT 6		X	ELEMENT 13		
ELEMENT 7			ELEMENT 14		

OVERALL PERFORMANCE RATING **R** - ACCEPTABLE: Rated "Meets Standards" on all critical elements.**N** - UNACCEPTABLE: Rated "Does Not Meet Standards" on one or more critical elements**PART B. Impact on Mission Accomplishment.** (Mandatory completion required for GS-14s/15s.)

- Outstanding administrative support of 185 personnel; coordinated front office daily ops w/precision--invaluable Squadron asset
- Meticulously tracked & edited over 120 EPRs, OPRs, and decorations--always highest quality, best on-time rate in ACC/A6
- Terrific managing organizational inbox--always empty at end of day--ensures all emails forwarded, filed, or tasks assigned
- Expertly managed unit's timekeeping program; liaised w/Civilian Personal Office & DFAS--maintained stellar 100% ontime rate
- Masterfully deconflicted & synchronized hundreds of appointments; maximized available time--ensured CC in right place & time
- Unit Gov Purchase Card Action Officer--adeptly executed budget--cleared \$50K+ in purchases--CSS soundly trained & equipped
- Expertly managed personnel action requests--processed 30 RPAs--dealt directly with local Civ Per office and AFPC classifiers
- Demand Reduction Trusted Agent; contacted 30 personnel/overcame conflicts--nailed 100% accountability and zero no-shows
- Selfless vol; Mission of Mercy work facilitated free dental care for disadvantaged--spt'd fundraisers for AFCEA scholarship program

**PART C. Award Justification.** (Part B may serve as Part C award justification.)

See Part B

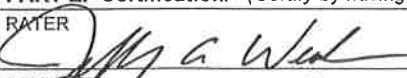

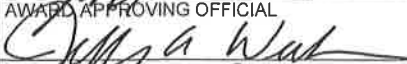

- My go-to for civilian matters; provided sage advice on multitude of issues--deftly handled any/all issues for over 100 personnel
- Focal point for civilian appraisals; provided quality control for 100 evaluations; finalized award spreadsheet w/CC and CPO
- Force multiplier! Volunteered to take on numerous secondary/tertiary duties; refuses to let prgms fail--kept Sq mission on track
- Invaluable insight/experience; guided Sq prsnl thru labyrinth of staff processes--possesses intangible qualities key to Sq's success

**PART D. Performance Award.**

AWARD(Enter "P" - Performance or "Q" - QS)	AWARD PERCENTAGE OR AMOUNT (If P (cash), enter as a percentage, e.g., 1.5, or as a whole dollar amount)	OTHER AWARD (For Time-Off Awards, state number of hours) (Example: TOA (40 Hrs))
<b>P</b>	<b>\$ 628</b>	<b>32 hrs</b>

Certification for Time-Off Award (as applicable): I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule the time-off award in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. Note: Ensure the number of time-off award hours previously awarded to this employee this leave year plus this award does not exceed 80 hours.

**PART E. Certification.** (Certify by having rater, reviewer, award approving official (if required), and employee sign and date this form.)

RATER 	DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) <b>20140512</b>
REVIEWER 	DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) <b>20140512</b>
AWARD APPROVING OFFICIAL 	DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) <b>20140512</b>
EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.) 		DATE (YYYYMMDD)



## CIVILIAN RATING OF RECORD

EMPLOYEE (Last Name, First, Middle Initial)	SSN	ORGANIZATION	PAY PLAN	SERIES	GRADE/STEP	TOTAL BASE, LOCALITY AND OTHER SUPPLEMENTAL PAY
Holt, Michelle M.	7729	ACC CSS/CC	GS	0318	07/09	\$50,119
APPRAISAL PERIOD	FROM: 20140401	TO: 20150331	EFFECTIVE DATE: 20150601			

- Part A normally contains one to seven critical elements.  
 - Rate the critical element(s) in Part A by placing an "X" in the appropriate block (s). The overall performance rating is derived from the ratings of the critical elements. A rating of "Does not meet" on any critical element results in a determination that overall performance is unacceptable. An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. Contact the Civilian Personnel Section for assistance.  
 - Complete Part B, "Impact on Mission Accomplishment" for GS-14s and GS-15s (bullet format, limited to 9 lines). Optional to complete for others.  
 - Complete Part C, "Award Justification" for those being recommended for an award (bullet format, limited to 9 lines).

**PART A. Position Requirements.** (Was the employee's performance Unacceptable or Acceptable on the Performance Plan's critical elements?)

	DOES NOT MEET	MEETS		DOES NOT MEET	MEETS
ELEMENT 1		X	ELEMENT 8		
ELEMENT 2		X	ELEMENT 9		
ELEMENT 3		X	ELEMENT 10		
ELEMENT 4		X	ELEMENT 11		
ELEMENT 5		X	ELEMENT 12		
ELEMENT 6		X	ELEMENT 13		
ELEMENT 7			ELEMENT 14		

OVERALL PERFORMANCE RATING **R**  
**R** - ACCEPTABLE: Rated "Meets Standards" on all critical elements.  
**N** - UNACCEPTABLE: Rated "Does Not Meet Standards" on one or more critical elements

**PART B. Impact on Mission Accomplishment.** (Mandatory completion required for GS-14s/15s.)

- Top notch admin support for 185 personnel; coord'd front office daily ops w/precision--flawlessly absorbed flight admin support  
 - Meticulously tracked & edited over 120 EPRS, OPRs and decorations; tackled static close out date bow wave with ease--zero late  
 - Outstanding organization inbox admin; ensures all emails forwarded, filed and tasked--id'd access issue; secured PII/FOUO info  
 - Expertly managed unit's timekeeping program; liaised w/Civilian Pay Office & DFAS--maintained stellar 100% on-time rate  
 - Masterfully deconflicted/synchronized hundreds of appts; maximized time w/senior comm ldrs--ensured CC was in right places  
 - Expertly managed personnel action requests; worked 31 fill actions w/CPO & AFPC--guided unit personnel thru FY-15/16 cuts  
 - Demand Reduction Trusted Agent; contacted 35 personnel/overcame conflicts--flawless 100% accountability with zero no-shows  
 - Focal point for CSS civilian appraisals; provided quality control for 100 evaluations--finalized award spreadsheet w/CC and CPO  
 - Drove successful CSS move to A6 Bldg; coord'd front office prep/furniture redesign--executed in less than 3 weeks; lauded by A6

**PART C. Award Justification.** (Part B may serve as Part C award justification.)

See Part B

**PART D. Performance Award.**

AWARD(Enter "P" - Performance or "Q" - QSI) <b>P</b>	AWARD PERCENTAGE OR AMOUNT (If P (cash), enter as a percentage, e.g., 1.5, or as a whole dollar amount) <b>\$1,300 \$1,100 PSH</b>	OTHER AWARD (For Time-Off Awards, state number of hours) (Example: TOA (40 Hrs)) <b>40 Hrs</b>
---	---	--

Certification for Time-Off Award (as applicable): I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule the time-off award in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. Note: Ensure the number of time-off award hours previously awarded to this employee this leave year plus this award does not exceed 80 hours.

**PART E. Certification.** (Certify by having rater, reviewer, award approving official (if required), and employee sign and date this form.)

DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 2015/04/24	RATER 
DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 2015/04/24	REVIEWER MARTIN.RANDALL.S.1208288950
DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 2015/04/24	AWARD APPROVING OFFICIAL JENNINGS.MARTIN.T.1164743663
DUTY PHONE 4-6641	DATE (YYYYMMDD) 20150427	EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.) 

PRIVACY ACT STATEMENT

AUTHORITY: 10 U.S.C. 8013 and Executive Order 9397 (SSN), as amended.  
 PURPOSE: The Social Security Number is needed to correctly identify the employee.  
 ROUTINE USE: This information may be disclosed to another agency if the employee transfers to another agency.  
 DISCLOSURE: Voluntary. However, without it, it may affect the ability to accurately identify the employee and the records.

## CIVILIAN RATING OF RECORD

EMPLOYEE (Last Name, First, Middle Initial)	SSN	ORGANIZATION	PAY PLAN	SERIES	GRADE/STEP	TOTAL BASE, LOCALITY AND OTHER SUPPLEMENTAL PAY
Holt, Michelle M.	7729	ACC CSS/CC	GS	0318	07/09	\$50,709
APPRAISAL PERIOD	FROM: 20150401	TO: 20160331	EFFECTIVE DATE: 20160601			

- Part A normally contains one to seven critical elements.

- Rate the critical element(s) in Part A by placing an "X" in the appropriate block(s). The overall performance rating is derived from the ratings of the critical elements. A rating of "Does not meet" on any critical element results in a determination that overall performance is unacceptable. An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. Contact the Civilian Personnel Section for assistance.

- Complete Part B, "Impact on Mission Accomplishment" for GS-14s and GS-15s (bullet format, limited to 9 lines). Optional to complete for others.

- Complete Part C, "Award Justification" for those being recommended for an award (bullet format, limited to 9 lines).

**PART A. Position Requirements.** (Was the employee's performance Unacceptable or Acceptable on the Performance Plan's critical elements?)

	DOES NOT MEET		MEETS			DOES NOT MEET		MEETS	
ELEMENT 1				✓	ELEMENT 8				
ELEMENT 2				✓	ELEMENT 9				
ELEMENT 3				✓	ELEMENT 10				
ELEMENT 4				✓	ELEMENT 11				
ELEMENT 5				✓	ELEMENT 12				
ELEMENT 6				✓	ELEMENT 13				
ELEMENT 7					ELEMENT 14				
OVERALL PERFORMANCE RATING	<b>R - ACCEPTABLE:</b> Rated "Meets Standards" on all critical elements. <b>N - UNACCEPTABLE:</b> Rated "Does Not Meet Standards" on one or more critical elements								

**PART B. Impact on Mission Accomplishment.** (Mandatory completion required for GS-14s/15s.)

- Excellent human resources/admin support for 185+ personnel; coordinated front office daily ops--executed civilian pay actions
- Expertly tracked/edited over 120 EPRS, OPRs and decorations--retooled process for static close outs--named model sq by FSS
- Diligently managed unit's timekeeping program; liaised w/Civilian Personnel Office & DFAS--kept outstanding 100% ontime rate
- Deftly synchronized hundreds of appts; coordinated senior comm ldrs' time/schedules--ensured CC was in right place, everytime
- Quickly worked personnel action requests; sped fill actions w/CPO; AFPC--minimized impact of FY-16/17 cuts on sq personnel
- Demand Reduction Trusted Agent; contacted 52 personnel/overcame conflicts--flawless 100% accountability with zero no-shows
- Focal point for CSS civilian appraisals; provided quality control for 79 evaluations--finalized award spreadsheet w/CC and CPO
- Relentlessly maintained living manpower document--captured critical personnel information--vital tool for snr decision-makers
- Coordinated CC's support staff; managed unit programs--central conduit for CC/CD to 187 unit members--indispensible counsel

**PART C. Award Justification.** (Part B may serve as Part C award justification.)

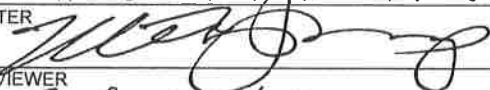
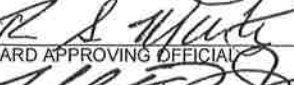


See Part B

**PART D. Performance Award.**

AWARD(Enter "P" - Performance or "Q" - QS)	AWARD PERCENTAGE OR AMOUNT (If P (cash), enter as a percentage, e.g., 1.5, or as a whole dollar amount)	OTHER AWARD (For Time-Off Awards, state number of hours) (Example: TOA (40 Hrs))
P	\$1,100	40 hrs

Certification for Time-Off Award (as applicable): I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule the time-off award in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. Note: Ensure the number of time-off award hours previously awarded to this employee this leave year plus this award does not exceed 80 hours.

**PART E. Certification.** (Certify by having rater, reviewer, award approving official (if required), and employee sign and date this form.)

DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 20160503	RATER 
DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 20160507	REVIEWER 
DUTY PHONE (757) 764-6665	DATE (YYYYMMDD) 20160503	AWARD APPROVING OFFICIAL 
DUTY PHONE (757) 764-6641	DATE (YYYYMMDD) 20160504	EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.) 

PRIVACY ACT STATEMENT

AUTHORITY: 10 U.S.C. 8013 and Executive Order 9397 (SSN), as amended.

PURPOSE: The Social Security Number is needed to correctly identify the employee.

ROUTINE USE: This information may be disclosed to another agency if the employee transfers to another agency.

DISCLOSURE: Voluntary. However, without it, it may affect the ability to accurately identify the employee and the records.



## DEPARTMENT OF DEFENSE

## CIVILIAN PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL

## EMPLOYEE NAME:

(Last, First, Middle Initial)

Holt, Michelle M

## DoD ID

NUMBER: 1229599824

## APPRAISAL

YEAR (YYYY):

2018

## PRIVACY ACT STATEMENT

**AUTHORITY:** 5 U.S.C. 43, Performance Appraisal; 5 CFR 430.205, Agency Performance Appraisals; 10 U.S.C. 136, Under Secretary of Defense for Personnel and Readiness; and DoDI 1400.25, Volume 431, DoD Civilian Personnel Management System: Performance Management and Appraisal Program; and DoDI 1400.25, Volume 1100, Civilian Human Resources Management Information Technology Portfolio.

**PRINCIPAL PURPOSE(S):** To document performance elements, associated performance standards, progress review(s) and ratings of record.

**ROUTINE USE(S):** Applicable Blanket Routine Use(s) are: Law Enforcement Routine Use, Disclosure When Requesting Information Routine Use, Disclosure of Requested Information Routine Use, Congressional Inquiries Routine Use, Disclosure to the Office of Personnel Management Routine Use, Disclosure to the Department of Justice for Litigation Routine Use, Disclosure of Information to the National Archives and Records Administration Routine Use, Disclosure to the Merit Systems Protection Board Routine Use, and Data Breach Remediation Purposes Routine Use. The DoD Blanket Routine Uses set forth at the beginning of the Office of the Secretary of Defense (OSD) compilation of systems of records notices may apply to this system. The complete list of DoD Blanket Routine Uses can be found online at:

<http://dpcl.d.defense.gov/Privacy/SORNsIndex/BlanketRoutineUses.aspx>.

The applicable system of records notice is DPR 34 DoD, Defense Civilian Personnel Data System, located at:

<http://dpcl.d.defense.gov/Privacy/SORNsIndex/DODwideSORNArticleView/tabid/6797/Article/570697/dpr-34-dod.aspx>.

**DISCLOSURE:** Voluntary; however, if you are unable or unwilling to complete the administrative portion, your supervisor will complete it to ensure performance review is linked to individual performance, recognition, and awards.

## INSTRUCTIONS FOR COMPLETING THE CIVILIAN PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL

**Cover Sheet (Page 1):** Enter the employee's full name, DoD ID number, and the current appraisal year. (Completed by employee or Rating Official/Supervisor.)

**PART A - Administrative Data.** (Completed by employee and/or Rating Official/Supervisor.)

1. Appraisal Period: a. Enter the rating start date of the appraisal cycle. b. Enter the end date of the appraisal cycle. c. Enter the Effective Date of the Rating of Record. NOTE: The DoD Performance Management and Appraisal Program cycle is April 1 - March 31 with effective date June 1. The minimum evaluation period is 90 calendar days.
2. Employee Name: Enter the name of the employee (last, first, middle initial).
3. DoD ID Number: Number found on the back of Common Access Card (NOTE: Do not enter SSN).
4. Position Title and Position Description Number: Enter the official position title and official position description number found in block 15 of SF-50.
5. Pay Plan/Occupational Code/Grade/Step: Enter the employee's pay plan, occupational code (series), grade, and step as of the date the performance plan is established. May be found in blocks 16, 17, 18 and 19 of SF-50.
6. Organization: Enter the name of the employee's organization.
7. Duty Station: Enter the duty station found in block 39 of SF-50.

**PART B - Acknowledgement of Performance Discussions.** (Completed by employee, Rating Official/Supervisor and Higher Level Reviewer in accordance with DoDI 1400.25 Volume 431 and local policy.)

Enter full name, signature and date of acknowledgement by employee, rating official/supervisor and higher level reviewer as appropriate to document the communication of performance plan(s), progress review(s), modification(s) and rating(s) of record. If modification(s) to the performance elements and standards are required, enter date modification occurred.

**PART C - DoD Core Values and Organizational Goals.** (Completed by Rating Official/Supervisor and discussed with employee.)

DoD Core Values of Leadership, Professionalism, and Technical Knowledge. DoD Core Values and Component/Organization goals and mission statements will be discussed with employees and annotated on all performance plans in accordance with DoDI 1400.25, Volume 431.

**PART D - Performance Element and Standards.** (Completed by the employee and Rating Official/Supervisor.)

**NOTE:** Use the "Duplicate" button at the top of the page to duplicate this page for each element developed.

1. Total Number of Elements. Enter the total number of elements.
2. Element Number. Enter the corresponding number to the element against which the employee is being evaluated.
3. Element Title. Enter the title of the element.
4. Effective Date. Enter date the element was approved (whether initial establishment or newly modified - whichever is more recent).
5. Element and Standard(s). Write elements and associated standards that are clearly aligned with the organization's mission.
6. Employee Input (optional). Employees are encouraged to provide a written account of their accomplishments related to each element and associated standards provided in their performance plan. For example, the employee may describe how their contributions enabled mission accomplishment.
7. Performance Element Narrative. Supervisors are required to justify performance element ratings of "Outstanding" or "Unacceptable" with a narrative. A narrative is highly encouraged for "Fully Successful" element ratings. The performance narrative must address the employee's performance against the specific element. Employees are not given a performance narrative or performance elements ratings on progress reviews in accordance with DoDI 1400.25, Volume 431.
8. Element Rating. Mark (X) a rating for each element (5, 3, 1, or NR (Not Rated)).

**NOTE:** Review employee position descriptions to ensure they are relevant.

**PART E - Performance Rating Summary.** (Completed by Rating Official/Supervisor.) See below for column usage.

**Element Number** - From Part D block 2., number of the element(s) for which the employee is being evaluated (10 elements maximum).

**Element Title** - Enter title of element (refer to Part D block 3).

**Element Rating** - Enter the rating for the element (5, 3, or 1) (refer to Part D block 8).

**Summary Rating:** Summary Rating is obtained by adding the values in the Element Rating column and dividing by the number of rated elements (round to the nearest tenth). Enter the result in Block A1.

**Rating of Record:** Use the Summary Rating in block A1 to determine the Rating of Record in Block A2. Compare the A1 value to the Summary Level Chart to obtain the Rating of Record.

**NOTE:** When a rating on any element is "1" - Unacceptable, the overall Rating of Record shall be "1" - Unacceptable, regardless of the Summary Rating. Higher Level Review is required in accordance with DoDI 1400.25, Volume 431.

**Continuation Sheet.** If additional space is needed for general information, progress reviews, or responses, use this page and duplicate as needed. Each continuation sheet and item being continued must be numbered.

**DEPARTMENT OF DEFENSE  
CIVILIAN PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL**

**PART A – ADMINISTRATIVE DATA**  
(To be completed by Employee or Rating Official/Supervisor)

<b>1. APPRAISAL PERIOD</b>	<b>a. START DATE (YYYYMMDD)</b> 20170401	<b>b. END DATE (YYYYMMDD)</b> 20180331	<b>c. RATING OF RECORD EFFECTIVE DATE (YYYYMMDD)</b> 20180601
<b>2. EMPLOYEE NAME (Last, First, Middle Initial)</b> Holt, Michelle M		<b>3. DoD ID NUMBER</b> 1229599824	
<b>4. POSITION TITLE AND POSITION DESCRIPTION NUMBER</b> SECRETARY (OA)		<b>5. PAY PLAN/OCCUPATIONAL CODE/GRADE/STEP</b> GS/0318/07/10	
<b>6. ORGANIZATION</b> ACC COMM SUPPORT SQ		<b>7. DUTY STATION</b> LANGLEY AFB / HAMPTON / VIRGINIA	

**PART B – ACKNOWLEDGEMENT OF PERFORMANCE DISCUSSION**

(Completed by Employee, Rating Official/Supervisor, and Higher Level Reviewer (Manager) in accordance with DoDI 1400.25, Volume 431)

	<b>PERFORMANCE PLAN/ VALUES DISCUSSION</b>	<b>PROGRESS REVIEW</b>	<b>MODIFICATIONS (If applicable)</b>	<b>RATING OF RECORD</b>
<b>EMPLOYEE:</b> Signature:	Michelle M Holt	Michelle M Holt		
Date (YYYYMMDD)	20170810	20171108		
<b>RATING OFFICIAL/ SUPERVISOR:</b> Printed Name:	Martin, Randall S	Martin, Randall S		Martin, Randall S
Signature:	Randall S Martin	Randall S Martin		Randall S Martin
Date: (YYYYMMDD)	20170725	20171102		20180501
Communication Method (face-to-face, telephone, other)	<input checked="" type="checkbox"/> Face-to-face <input type="checkbox"/> Telephone <input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Face-to-face <input type="checkbox"/> Telephone <input type="checkbox"/> Other:	<input type="checkbox"/> Face-to-face <input type="checkbox"/> Telephone <input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Face-to-face <input type="checkbox"/> Telephone <input type="checkbox"/> Other:
<b>HIGHER LEVEL REVIEWER:</b> Printed Name:	TINSLEY, DONALD L.			TINSLEY, DONALD L.
Signature:	DONALD L TINSLEY			DONALD L TINSLEY
Date: (YYYYMMDD)	20170726			20180427

**MODIFICATION(S) TO PERFORMANCE ELEMENTS AND STANDARDS (If applicable):** (Limited to 2,000 characters)

## DEPARTMENT OF DEFENSE

## CIVILIAN PERFORMANCE PLAN, PROGRESS REVIEW(S), AND APPRAISAL

EMPLOYEE NAME: (Last, First, Middle Initial)	Holt, Michelle M	DoD ID NUMBER:	1229599824	APPRAISAL YEAR (YYYY):	2018
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**PART C - DoD CORE VALUES and ORGANIZATIONAL GOALS** (Completed by Rating Official/Supervisor and discussed with employee.)**DoD Core Values of Leadership, Professionalism, and Technical Knowledge**

DoD Core Values and Component/Organization goals and mission statements will be discussed with the employee and annotated on all performance plans in accordance with DoDI 1400.25, Volume 431. (Limited to 1,000 characters)

ACC Priorities  
 Improve SQ Readiness  
 Build Leaders  
 Bring the Future Faster  
 A6 Mission Statement  
 Defense of CAF networks and core mission systems  
 ACC CSS  
 Information...get it here, get it now, get it right!

**PART D - PERFORMANCE ELEMENT AND STANDARDS** (Completed by the employee and Rating Official/Supervisor.)

1. TOTAL NUMBER OF ELEMENTS (Max. 10 elements)	2. ELEMENT NUMBER	3. ELEMENT TITLE	4. EFFECTIVE DATE (YYYYMMDD)
4	1	Administrative	20170609

**5. ELEMENT AND STANDARD(S)** (Limited to 1,500 Characters)

Maintains supervisor's calendar, coordinates meeting arrangements, and/or schedules meetings and/or conferences. Makes necessary arrangements such as location, time, contacting participants, and ensuring all required materials and services are provided. Informs supervisor of conflicts and reschedules appointments as necessary. Receives telephone calls, greets visitors, and ascertains the nature of the calls or visits. Based upon detailed knowledge of the organization and its programs and operations, determines appropriate action. When supervisor is not available, determines whether important business and high ranking calls and visitors should be referred to another staff member or delayed until supervisor is available, taking telephone messages or making later appointments as appropriate. Personally provides administrative and readily available operational information to callers and visitors upon determination of their rights to receive the information; answers substantive nontechnical requests for information which can be provided based on information from records and files or personal knowledge of the organization.

- Almost always promptly and courteously receives, greets, and answers questions for information from visitors and telephone callers with no more than 3 exceptions
- Efficiently maintains calendar and promptly informs supervisor of any changes or conflicts with no more than 5 exceptions

**6. EMPLOYEE INPUT** (Optional) (Completed by Employee - Limited to 2,000 characters)

Coordinates front office daily ops with precision. Masterfully deconflicted and synchronized hundreds of appointments; maximized available time, ensured Commander in right place and at the right time. When senior members are in meetings or are out of the office quickly determines urgency of messages and knows when to interrupt meetings or track down the senior leaders. Has broad knowledge of the squadron's missions, accurately ascertains the nature of inquiries and routes the caller or visitor to the appropriate staff member so the caller or visitor is completely satisfied.

**7. PERFORMANCE ELEMENT NARRATIVE** (Completed by Rating Official - limited to 2,000 characters)

Ms. Holt successfully met and sometimes exceeded the requirements of her administrative performance element. She almost always promptly and courteously received, greeted, and answered questions for information from visitors and telephone callers. Ms. Holt efficiently maintained the Commander's calendar and promptly informed him of any changes or conflicts.

**8. ELEMENT RATING** (X one):☐

5 - OUTSTANDING

(Requires justification)

☒

3 - FULLY SUCCESSFUL

☐

1 - UNACCEPTABLE

(Requires justification)

☐

NR - NOT RATED

## DEPARTMENT OF DEFENSE

## CIVILIAN PERFORMANCE PLAN, PROGRESS REVIEW(S), AND APPRAISAL

EMPLOYEE NAME: Holt, Michelle M  
(Last, First, Middle Initial)DoD ID  
NUMBER: 1229599824APPRAISAL  
YEAR (YYYY): 2018**PART C - DoD CORE VALUES and ORGANIZATIONAL GOALS** (Completed by Rating Official/Supervisor and discussed with employee.)  
**DoD Core Values of Leadership, Professionalism, and Technical Knowledge**

DoD Core Values and Component/Organization goals and mission statements will be discussed with the employee and annotated on all performance plans in accordance with DoDI 1400.25, Volume 431. (Limited to 1,000 characters)

ACC Priorities  
 Improve SQ Readiness  
 Build Leaders  
 Bring the Future Faster  
 A6 Mission Statement  
 Defense of CAF networks and core mission systems  
 ACC CSS  
 Information...get it here, get it now, get it right!

**PART D - PERFORMANCE ELEMENT AND STANDARDS** (Completed by the employee and Rating Official/Supervisor.)

1. TOTAL NUMBER OF ELEMENTS (Max. 10 elements)	2. ELEMENT NUMBER	3. ELEMENT TITLE	4. EFFECTIVE DATE (YYYYMMDD)
4	2	Document Review	20170609

**5. ELEMENT AND STANDARD(S)** (Limited to 1,500 Characters)

Reviews and processes incoming and outgoing correspondence, reports, and citations. Reviews all electronic mail addressed to the ACC CSS Commander, taking action as necessary; routing to the correct individual, setting suspenses, or providing requested information. Reviews and proofreads all officer and senior enlisted performance reports, decorations, and awards for grammatical accuracy and conformance with regulations; ensures reports and citations are ready for signature. Reviews outgoing correspondence prepared by others for procedural and grammatical accuracy, conformance with general policy, and factual correctness. Advises the writer of any deviations or inadequacies. Ensures formal internal and external coordination procedures have been followed.

- Reviews and provides advice and guidance to correct documents consistent with appropriate guidelines within 16 working hours of receipt in a coherent, articulate, positive, helpful manner
- Provides accurate editing guidance on documents consistent with appropriate guidelines with no more than 6 exceptions

**6. EMPLOYEE INPUT** (Optional) (Completed by Employee - Limited to 2,000 characters)

Expertly tracked and edited hundreds of memos, letters, EPRs, OPRs, and decorations. Outstanding administration of organizational email account. Ensured all emails were forwarded in a timely manner and secured PII/FOUO information.

**7. PERFORMANCE ELEMENT NARRATIVE** (Completed by Rating Official - limited to 2,000 characters)

Ms. Holt exceeded performance standards in her role as document reviewer. She consistently provided advice and guidance to correct documents to meet appropriate guidelines within 8 working hours of receipt in a coherent, articulate, positive, helpful manner and provided accurate editing guidance on documents consistent with appropriate guidelines.

Ms. Holt accurately edited hundreds of enlisted and officer performance reports, decorations, timecards, and letters ensuring the squadron maintained very high quality correspondence, reports, and citations. In addition, she was quality control guru for 70+ civilian annual appraisals, ensuring policy and guidance were followed on forms. She also skillfully administered the organizational email account ensuring all emails were forwarded in a timely manner while securing PII/FOUO information.

Ms. Holt stepped also up to the job of Unit Task Management Tracking. Learned the program quickly keeping the squadron's task correspondence flowing in a timely fashion.

**8. ELEMENT RATING** (X one):☒ 5 - OUTSTANDING  
(Requires justification)☐ 3 - FULLY SUCCESSFUL☐ 1 - UNACCEPTABLE  
(Requires justification)☐ NR - NOT RATED



## DEPARTMENT OF DEFENSE

## CIVILIAN PERFORMANCE PLAN, PROGRESS REVIEW(S), AND APPRAISAL

EMPLOYEE NAME: Holt, Michelle M  
(Last, First, Middle Initial)

DoD ID NUMBER: 1229599824

APPRAISAL YEAR (YYYY): 2018

**PART C - DoD CORE VALUES and ORGANIZATIONAL GOALS** (Completed by Rating Official/Supervisor and discussed with employee.)  
**DoD Core Values of Leadership, Professionalism, and Technical Knowledge**

DoD Core Values and Component/Organization goals and mission statements will be discussed with the employee and annotated on all performance plans in accordance with DoDI 1400.25, Volume 431. (Limited to 1,000 characters)

ACC Priorities  
Improve SQ Readiness  
Build Leaders  
Bring the Future Faster  
A6 Mission Statement  
Defense of CAF networks and core mission systems  
ACC CSS  
Information...get it here, get it now, get it right!

**PART D - PERFORMANCE ELEMENT AND STANDARDS** (Completed by the employee and Rating Official/Supervisor.)

1. TOTAL NUMBER OF ELEMENTS (Max. 10 elements)	2. ELEMENT NUMBER	3. ELEMENT TITLE	4. EFFECTIVE DATE (YYYYMMDD)
4	3	Personnel	20170609

**5. ELEMENT AND STANDARD(S)** (Limited to 1,500 Characters)

Processes local coordination and Requests for Personnel Actions (RPA) for the Squadron. Ensures information on the RPAs is correct and complete using the unit manning document and the personnel control roster. Maintains position description library. Reviews and updates the Personnel Hierarchy database. Serves as unit timekeeper ensuring time and attendance entries are made by employees and supervisors in accordance with established procedures using appropriate software. Acts as squadron liaison with base-level timekeeping office. As Trusted Agent for drug testing, receives notification of drug tests and notifies selected personnel. As Alternate Leave Web monitor, verifies correctness of the information submitted by member and approves/disapproves leave. Purchases deployment equipment requested by Commander, Unit Deployment Manager and Resource Advisor.

- Submits accurate, well reviewed RPAs within 48 hours after having received the information required to complete the RPA with no more than 5 exceptions
- Reviews timekeeping status for civilian employees and notifies employees and their supervisors to certify their entries when they are due for each pay period with no more than 3 exceptions
- Accurately updates Personnel Hierarchy database within 2 days from request with only 4 exceptions

**6. EMPLOYEE INPUT** (Optional) (Completed by Employee - Limited to 2,000 characters)

Expertly processed and tracked personnel action requests. Processed 36 personnel actions, working directly with the local CIV Pers office and AFPC. Tracked personnel actions working with Civ Pers and AFPC, quickly resolving all issues. Accurately verified all position information using the Personnel Control Roster. Focal point for squadron civilian appraisal program; provided quality control for 70 civilian appraisals. Demand Reduction Trusted Agent; flawless 100% accountability with zero no-shows. Meticulously reviews and approves military leave requests. Ensured leave request had correct number of days requested and had complete leave address.

**7. PERFORMANCE ELEMENT NARRATIVE** (Completed by Rating Official - limited to 2,000 characters)

Ms Holt exceeded expectations in processing personnel actions, timekeeping for the unit, and as purchase agent for the Commander, Resource Advisor and Unit Deployment Manager. She overcame the unwieldy Air Force personnel system and expertly coordinated and executed 36 force shaping actions with the Civilian Personnel Office and Air Force Personnel Center getting manpower into positions as fast as the process would allow. In addition, she meticulously organized a position description library giving squadron leadership access to a complete and accurate source of information about the unit's billets. Also, she became a self-taught expert on the new civilian appraisal system and quickly became a knowledgeable source for the unit's civilians. As the Squadron Timekeeper Ms. Holt was a one-person timekeeping service desk! She flawlessly changed work schedules keeping unit missions on track. She also stayed abreast of changes and led the unit's Family Medical Leave Act compliance strategy. Ms. Holt efficiently purchased critical equipment for deploying Airmen ensuring the unit's warriors arrived in forward areas mission-ready. As Alternate Leave Web Monitor, she meticulously ensured leave requests were filled out completely and correctly in every case.

**8. ELEMENT RATING** (X one):

☒ 5 - OUTSTANDING  
(Requires justification)

☐ 3 - FULLY SUCCESSFUL

☐ 1 - UNACCEPTABLE  
(Requires justification)

☐ NR - NOT RATED

## DEPARTMENT OF DEFENSE

## CIVILIAN PERFORMANCE PLAN, PROGRESS REVIEW(S), AND APPRAISAL

<b>EMPLOYEE NAME:</b> (Last, First, Middle Initial)	Holt, Michelle M	<b>DoD ID NUMBER:</b>	1229599824	<b>APPRAISAL YEAR (YYYY):</b>	2018
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**PART C - DoD CORE VALUES and ORGANIZATIONAL GOALS** (Completed by Rating Official/Supervisor and discussed with employee.)  
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ACC Priorities  
 Improve SQ Readiness  
 Build Leaders  
 Bring the Future Faster  
 A6 Mission Statement  
 Defense of CAF networks and core mission systems  
 ACC CSS  
 Information...get it here, get it now, get it right!

**PART D - PERFORMANCE ELEMENT AND STANDARDS** (Completed by the employee and Rating Official/Supervisor.)

1. TOTAL NUMBER OF ELEMENTS (Max. 10 elements)	2. ELEMENT NUMBER	3. ELEMENT TITLE	4. EFFECTIVE DATE (YYYYMMDD)
4	4	Teamwork and Communication	20170605

**5. ELEMENT AND STANDARD(S)** (Limited to 1,500 Characters)

Ordinarily displays dependability and reliability. Promotes open communication. Contributes creative ideas and actively participates in team meetings resulting in added value to the team's products and services. When problems arise, explores causes and assists in resolving them. Works with team members to appropriately implement decisions. Is usually open minded to new ideas and approaches in implementing the team's goals. Willingly accepts and acts on constructive criticism.

- Regularly cooperates with coworkers and others in meeting commitments and accomplishing assigned work on time; e.g., sharing information freely.
- Fosters productive and cooperative working relationships by showing understanding, courtesy, tact, and politeness to others with no more than 3 valid complaints.
- Responds constructively to feedback, seeking ways to improve. Consistently raises concerns in a constructive manner and offers potential solutions.
- Meets required suspenses in 90% of cases, but address all queries from Squadron or higher level leadership by COB of same day. Elevates issues to appropriate level for action within one day of their appearance.

**6. EMPLOYEE INPUT** (Optional) (Completed by Employee - Limited to 2,000 characters)

Is well respected at higher HQ and is often consulted for administrative advice and assistance. Trusting and dependable; stepped up to take over Task Management Tracking, learned program quickly--zero late. Selfless volunteer. Registrar for AFCEA Golf Tournament and volunteers off-duty hours to the Gloucester-Mathews Care Clinic. In tune with the pulse of the unit, keeps the Commander and Deputy up on issues affecting the squadron.

**7. PERFORMANCE ELEMENT NARRATIVE** (Completed by Rating Official - limited to 2,000 characters)

Ms. Holt was fully successful in meeting expectations on teamwork and communications. She regularly cooperated with coworkers and others in meeting commitments and accomplishing assigned work on time and shared information freely. She fostered productive and cooperative working relationships by showing understanding, courtesy, tact, and politeness to others. Ms. Holt responded constructively to feedback and consistently raised concerns in a constructive manner. She addressed all queries from Squadron or higher level leadership by COB of same day and elevated issues to the appropriate level for action within one day of their appearance.

Ms Holt Is well respected at higher HQ and is often consulted for administrative advice and assistance. Also, she volunteered to take over the unit's Task Management Tracking responsibility which she learned quickly, helping to keep an uninterrupted flow for this important correspondence. She is in tune with the pulse of the unit and keeps the squadron leadership informed on issues affecting the squadron.

**8. ELEMENT RATING** (X one):

☐ 5 - OUTSTANDING  
(Requires justification)

☒ 3 - FULLY SUCCESSFUL

☐ 1 - UNACCEPTABLE  
(Requires justification)

☐ NR - NOT RATED

DEPARTMENT OF DEFENSE CIVILIAN PERFORMANCE PLAN, PROGRESS REVIEW(S), AND APPRAISAL																		
<b>EMPLOYEE NAME:</b> <i>(Last, First, Middle Initial)</i> Holt, Michelle M	<b>DoD ID NUMBER:</b> 1229599824	<b>APPRAISAL YEAR (YYYY):</b> 2018																
<b>PART E - PERFORMANCE RATING SUMMARY</b> <i>(Completed by Rating Official/Supervisor - copy Part D blocks 2, 3, and 8.)</i>																		
a. ELEMENT NUMBER	b. ELEMENT TITLE	c. ELEMENT RATING (5, 3, or 1) (X box if Not Rated)																
1	Administrative	3 - Fully Successful <input type="checkbox"/> NR																
2	Document Review	5 - Outstanding <input type="checkbox"/> NR																
3	Personnel	5 - Outstanding <input type="checkbox"/> NR																
4	Teamwork and Communication	3 - Fully Successful <input type="checkbox"/> NR																
5		<input type="checkbox"/> NR																
6		<input type="checkbox"/> NR																
7		<input type="checkbox"/> NR																
8		<input type="checkbox"/> NR																
9		<input type="checkbox"/> NR																
10		<input type="checkbox"/> NR																
<b>SUMMARY RATING:</b> Obtain by adding the values in the Performance Element Rating column and dividing by the number of rated elements (round to the nearest tenth). Enter result in block A1.		<b>A1</b> 4.0																
<b>RATING OF RECORD:</b> Obtain by using the Summary Rating against the chart below to determine Summary Level.		<b>A2</b> 3 - Fully Successful																
<b>SUMMARY LEVEL CHART</b> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Range</th> <th style="text-align: left;">Summary Level</th> <th style="text-align: left;">Rating of Record</th> <th style="text-align: left;">Summary Level Rating Criteria</th> </tr> </thead> <tbody> <tr> <td>4.3 - 5.0</td> <td>Outstanding</td> <td style="text-align: center;">5</td> <td>The summary rating of all element ratings of 4.3 or greater results in a rating of record of "5" - Outstanding, with no element rated "1" - Unacceptable.</td> </tr> <tr> <td>3.0 - 4.2</td> <td>Fully Successful</td> <td style="text-align: center;">3</td> <td>The summary rating of all element ratings of between 4.2 and 3.0 results in a rating of record of "3" - Fully Successful, with no element rated "1" - Unacceptable.</td> </tr> <tr> <td>2.9 or lower</td> <td>Unacceptable</td> <td style="text-align: center;">1</td> <td>Any element rated as "1" - Unacceptable.</td> </tr> </tbody> </table> <p>When a rating on any element is "1" - Unacceptable, the overall Rating of Record shall be "1" - Unacceptable, regardless of the Summary Rating.</p>			Range	Summary Level	Rating of Record	Summary Level Rating Criteria	4.3 - 5.0	Outstanding	5	The summary rating of all element ratings of 4.3 or greater results in a rating of record of "5" - Outstanding, with no element rated "1" - Unacceptable.	3.0 - 4.2	Fully Successful	3	The summary rating of all element ratings of between 4.2 and 3.0 results in a rating of record of "3" - Fully Successful, with no element rated "1" - Unacceptable.	2.9 or lower	Unacceptable	1	Any element rated as "1" - Unacceptable.
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3.0 - 4.2	Fully Successful	3	The summary rating of all element ratings of between 4.2 and 3.0 results in a rating of record of "3" - Fully Successful, with no element rated "1" - Unacceptable.															
2.9 or lower	Unacceptable	1	Any element rated as "1" - Unacceptable.															
Provide a copy of all pages to employee. Supervisor retains original copy of all pages for records.																		

**DEPARTMENT OF DEFENSE  
CIVILIAN PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL**

**EMPLOYEE NAME:** Holt, Michelle M  
(Last, First, Middle Initial)

**DoD ID**  
**NUMBER:** 1229599824

**APPRAISAL**  
**YEAR (YYYY):** 2018

**CONTINUATION SHEET # \_\_\_\_\_**

*(If additional space is needed for general information, progress reviews, or responses, use this page and duplicate as needed.  
Each continuation sheet and item being continued must be numbered.)*



26 Feb 2019

Your Honor,

It is with great shame and remorse that I send this letter to you. I am truly sorry for committing the crimes I plead guilty to. I accept full responsibility. I used extremely poor judgment and made a huge mistake which I will be sorry for for the rest of my life.

As you read from my pre-sentencing report and the letters that were written on my behalf up until I was 9 years old, I had a horrific life. I am not using that as a crutch or an excuse. I would just like to reiterate that my Mom is 97 years old. And it is hard to say how much time she has left. It would be devastating to me and her if I was sent to prison and something happened to her while I was there. I would just like the chance to be able to continue help take care of her and to be able to spend time with her like I do now.

I also have a job working in child care that I absolutely love. I had a very hard time finding a job when I resigned from my position with the Dept of Defense and I am very grateful for this position. Right now, I am working as the lead teacher because the previous 2 teachers both moved on to other jobs and I have been the stability that the children in my class have had. I have 16 of the most precious and amazing children in my class that you will ever meet, and I absolutely love being part of their lives every day. It is very upsetting to me that I will go to court on 13 Mar 19 and might not be able to go back to teach them the next day. I know children are resilient, but I hate to put them through losing a 3<sup>rd</sup> teacher.

I know that being sent to prison is the recommended punishment for the crimes I have committed. I am just begging for the court's mercy. I want very much to continue being a productive member of society and to be able continue working so I can make restitution. I am just begging for leniency.

Thank you for your time Your Honor,

Michelle Holt

February 21, 2019

I am writing this on behalf of Michelle Holt. I am her grandmother and legally raised her from 9 years old. Michelle was never a problem child. She was a good student and perfect teenager, no smoking or drinking. She attended church regularly.

I am 97 years old and in a wheelchair and have been advised by my doctor not to attend the hearing. I don't know how many months or years I have left, but I don't want to spend them with Michelle being in prison. She has a job that she truly loves and the company she works for truly love her and has plans for her to advance in the company and I would like to see her continue with that job and continue to be a productive member of society.

I am certainly saying prayers for her for whatever reason this happened to Michelle and trust God to be forgiving. Thank you.

Vivian R. Vail  
207 Pinehill Drive  
Hallieford, VA 23068

A handwritten signature in cursive script that reads "Vivian R. Vail". The ink is dark and the signature is written in a fluid, connected style.

February 20, 2019

Re: Michelle Holt

Your honor,

My name is Deborah Young, a retired school teacher and aunt to Michelle Holt. Michelle is one of three daughters to my late older sister. In spite of being born into a dysfunctional family; a mother with mental health issues, a dead beat, child molester father (I know this, for I was a victim) who physically abused her, Michelle grew into a loving, caring person. From her adolescence, she was raised by my parents—my 97 year old mom who's still living. While not the perfect situation, they did their best to raise her. They were in their sixties when they took responsibility of raising my sister's three children. As my parents have aged, Michelle has been helpful providing transport to doctor appointments, running errands and generally helping to care for them. Michelle has a very caring side. I've seen how she interacts with my grandchildren. She is tender and patient with the children as well as my 97 yr. old mom. Michelle helped her own mother out of many situations when her mom couldn't or wouldn't help herself.

I am aware that Michelle has embezzled money and by no means condone her actions. I also believe that in some way she was looking for some happiness that has seemed to escape her through the years. I believe Michelle is truly sorry for her actions and bad decisions and wants to rectify her mistakes. My hope is that Michelle can obtain some therapy and counseling to help her move forward with her life in a positive way. I know if given the right opportunity she has much to contribute to society.

Thank you for your time,

Sincerely,  
Deborah Young  
804-347-3819



To whom it may concern,

Michelle Holt is my sister-in-law. I have been married to her twin sister for nearly 18 years. I know Michelle well. She has always been a straightforward, honorable person, and a productive member of society. I was surprised to learn about her actions regarding the fraudulent pay. That was a terrible mistake on her part, and one she will regret the rest of her life. I know she is extremely remorseful. Hardly a day goes by without her having crying spells and feelings of depression. There have been periods of uncontrollable crying and shaking. She has been sick (cold, sinus) for what seems like months now, and she has lost weight. All, I believe, caused by the mental anguish she is suffering. I know because she has spent many evenings with my wife and I, afraid to go home and be by herself. She has beaten herself up mentally. She will never have a normal life again.

She has found a new job working with kids, and enjoys it. I would like to ask you for leniency, so that she can continue with her new job, be a productive member of society, and begin paying restitution.

Sincerely,

A handwritten signature in cursive script, appearing to read "Allen E. Hudgins".

Allen E. Hudgins

February 20, 2019

To: Whom it May Concern

I am writing this letter on behalf of my friend Michele Holt. We have been friends for the last 10 or so years and I find Michele as a thoughtful and caring person. She is dedicated to her family and friends. Always there with a shoulder to lean on and an ear to listen.

Looking in from the outside I have never seen anyone so involved with their family. Mrs. Vail her Grandmother is always her top priority. Michele and her sister Connie do so much for Mrs. Vail it simply amazes me their dedication.

I am older and didn't know Michele at a young age. I do know her life was tough until her Grandmother took her in and taught her the meaning of family and life in general. She has a gentle heart, shows respect to others and I know for sure she deserves a second chance.

Sincerely,

*Dianne Hudgins*

Dianne Hudgins

7261 Clements Ave.  
Gloucester, VA 23061  
February 21, 2019

To Whom It May Concern:

This letter is on behalf of Michelle Holt, who I have known for forty years. Michelle was my neighbor when I moved to Hallieford, VA in 1978. As a teenager, Michelle babysat my young children, often staying overnight at my house, on late nights, when we were on a bowling league. I trusted Michelle not only as a caregiver to my girls, but also to be in my home, in my absence. She always abided in that trust. I can honestly say I never had any concerns about the relationship she has had with me and my family.

Michelle was raised by her grandparents, Vivian and Edison Vail. The family introduced me to Mathews Chapel United Methodist Church, where we became members of that church family. The Vail household has been close to my heart ever since we met. Vivian and Ed were like a second set of parents to me. They were mentors throughout my life, always having high expectations for their children and grandchildren, and others in our community. They have both served as leaders both in our church and community in various roles. Ed was a World War II veteran and served his country well.

I have been in touch with Michelle, over the years, at her grandparents' gatherings and through our contacts in the community. I have no reservations concerning the trust I have had in our relationship, and am happy to write this letter on her behalf.

Sincerely,

Nancy C. Keenan  
Retired School

Counselor, Gloucester County Public Schools



February 28, 2019

To whom it may concern,

I am writing this to try to give you a better understanding of the person you are about to sentence.

I was a pharmacist in a retail store in Mathews County for about forty years, having just retired in 2016. Michelle Holt became a member of our family in 2001 when her twin sister married my husband's brother, so she is sort of an extended sister-in-law. Ever since then she has been a true and active member of the family, joining us at almost every family gathering where she was always very sweet and eager to be helpful.

Since she never married, her extended family meant everything to her. She doted on her nieces and nephews and included my children and even grandchildren as if they were her own.

Once when tropical storm Ernesto came through, much of Mathews was flooded and I was stranded at work. Michelle lived near my place of work at the time and allowed me to stay with her until the storm died down. Then she drove me home through flooded streets to my children. I would never have made it, but she was selfless and put my troubles before hers.

I know it doesn't matter to the law what the reason was for her taking the money...only that it was taken, but there should be a distinction in the punishment between people who steal for selfish gain as opposed to someone like Michelle, who has never shown any appearance of wealth. She has never had anything extravagant. She was making payments on a small house, which she has now lost, and a car to get to work; so there was nothing fancy or any big purchases ever in the whole time I have known her.

Michelle is a kind, basically very good person who made a mistake; a mistake which was allowed to compound and grow for so long because the Air Force made it so easy to do by not having proper checks and balances. My husband worked for NASA for forty years and he said this kind of thing could never have happened there due to tighter security. I know this is no excuse, but it was laxness in the way the Air Force handled funds that allowed the case to be so big. That is another reason I think the punishment should be lighter.

Michelle is not a tough criminal. She had a good up-bringing with plenty of loving family around. She was raised by her grandparents. Her grandfather, a WWII veteran who "flew the hump" during the war, died a few years ago, but her grandmother is still living and Michelle knows her actions have wounded her beyond words.

Michelle is ashamed and mortified to the bottom of her soul. She knows she has hurt her family deeply, the family that means everything to her, and lost friends she can never face again. She has already been, and will continue to be for the rest of her life, punished by regret for her actions. I hope you can find it in your heart to please not put this sensitive, ashamed person in prison, but give her the most lenient sentence possible. Prison time would serve no purpose. It is not going to "teach her a lesson"; she has already learned that lesson well and is so very sorry. Perhaps some community service would give back to humanity instead of just costing the tax-payers more and destroying what is left of this sweet, kind, thoughtful, intelligent, sensitive person.

I thank you for your time and deliberation.

Sincerely,

A handwritten signature in cursive script that reads "Carol Hudgins". The ink is dark and the handwriting is fluid.

Carol Hudgins